

HQ2.VEGAS





T - Mobile - ARENA

T. Mobile ARENA





October 19, 2017

Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Avenue
Seattle, Washington 98121

RE: Amazon HQ2 Request for Proposal

Dear Distinguished Members of the Review Committee:

The State of Nevada and the municipalities of the greater Las Vegas metropolitan area (also referred to as "Southern Nevada") are pleased to submit this response to the Amazon HQ2 Request for Proposal. We have attempted to thoughtfully and comprehensively assemble the requested information, which is contained in this proposal response as well as our submission website, HQ2.vegas.

The HQ2 RFP uses the word "community" 14 times in eight pages, a clear reflection of the importance of place in Amazon's location selection process. Southern Nevada recently experienced one of the worst tragedies in our nation's history. Remarkably, that senseless violence did not unravel the fabric of our community, but rather, tightened every stitch. From the bravery of our first responders; to the tireless dedication of our doctors and nurses; to countless individual acts of kindness, generosity and compassion, this city demonstrated the very essence of what makes a community great – people caring for one another. This community, like our nation, is not defined by its tragedies but by its resiliency and its resolve. We believe this to be among our greatest strengths.

We hope this submission reflects above all else that Southern Nevada wants to be the home of Amazon's new corporate headquarters. We recognize and appreciate the value Amazon creates through innovation and its investments in facilities, technology, people and community. It is our sincere hope that Amazon will similarly recognize and appreciate the value that we bring to the table. Beyond incentives, real estate opportunities, and favorable cost structures designed to encourage the location of HQ2, there are countless initiatives undertaken by policymakers, business leaders and other stakeholders who have made our community among the most prolific, probusiness regions in the nation.

Today, there are nearly 10,000 more businesses in Southern Nevada than in 2011. They are all here because of what Nevada offers. Businesses come to, and thrive in, Nevada in no small part because we share a similar set of core principles with Amazon.

Customer obsession rather than competitor focus. You will notice that our submittal contains relatively few comparisons to other markets. We believe there is more to be gained in partnership than in competition. Further, it is our dedication to building a world-class city that has led

to nation-leading rates of population, employment and income growth during most of the past half century and is an essential element in attracting 43 million visitors to our community each year. Our customers include our friends, our neighbors, and our colleagues; we submit this application on their behalf.

Passion for invention. We refer to this as the "New Nevada," understanding that the way we did things yesterday may not be the best way to do them tomorrow. This has led to new laws, new partnerships and billions of dollars of new investments. Whether it is leading the way with autonomous systems legislation or finding a way to help make Tesla's Gigafactory a reality, this state does not fear change, but rather, seeks to empower those willing to think and do things differently.

Commitment to operational excellence. During the past decade, Nevada was forced to rethink nearly every public service provided by state and local government. Austerity has led not only to increased operational efficiency but also to focused investment in core infrastructure and human capital. Our proposal details both these investments and the returns we are getting on them.

Long-term thinking. Our proposal includes a significant package of state and local incentives. We consider this an investment in economic diversity, job creation, community building and innovation designed to benefit the 2.2 million residents, 980,000 workers, and 56,000 businesses that call Southern Nevada home. Our long-term thinking is predicated on the belief that our community's best days lie ahead and that the decisions we make today are not necessarily for our own benefit but for the benefit of those who will come after we are gone. Simply put, we believe we are well positioned to help Amazon reach its goals and that Amazon is well positioned to help us reach ours.

We appreciate the opportunity to submit this proposal and would also like to take this opportunity to thank Amazon for its investments in Nevada spanning more than a decade. While we certainly hope for a favorable outcome in this process, we look forward to working with Amazon well into the future.

With appreciation,

Governor Brian Sandoval *Nevada*



Chairman Steve Sisolak Clark County, Nevada



SIGNATURE ON FILE

Mayor Carolyn Goodman *City of Las Vegas*



Mayor Debra March *City of Henderson*

Defra Ward



Mayor John Lee City of North Las Vegas







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EXECUTIVE SUMMARY



Executive Summary

We appreciate the opportunity to submit this response to the Amazon HQ2 Request for Proposal (RFP). The sections that follow this executive summary align with the provided submittal requirements. Additional information is available on our submittal website, www.HQ2.vegas; and, should you have questions or should you require any additional information, we stand ready to assist.

This submittal is specific to the Las Vegas metropolitan statistical area (MSA), which includes Clark County, Nevada, as well as the cities of Las Vegas, North Las Vegas and Henderson. The proximity and geography of the region make it appropriate to provide regional demographic and economic information. Additionally, each municipality has provided one or two potential sites that not only meet the HQ2 minimum requirements but also have unique characteristics that we believe might be attractive to Amazon.

Southern Nevada has a great deal to offer Amazon. Investment and employment levels delineated in the RFP qualify HQ2 for approximately \$800 million in state and local tax incentives. Beyond these savings, the region offers a reliable probusiness operating environment that empowers innovation as well as world-class connectivity, the nation's second-busiest origin and destination airport, a core industry that attracts 43 million leisure and business consumers from around the globe each year, competitive operating costs, and a commitment to quality of life that has helped the region attract new residents and new businesses unlike anywhere else.

Perhaps more important is the value we see in Amazon choosing Southern Nevada as its home for HQ2. Investment, innovation, creativity and community commitment are baked into Amazon's DNA. We value these ideals as well. Southern Nevada has long-demonstrated its resource-fulness, its resiliency and its willingness to invest in its future. It is this alignment of vision and purpose that we believe makes Southern Nevada the ideal location for HQ2.

THE FUNDAMENTALS: WHY SOUTHERN NEVADA IS THE RIGHT CHOICE FOR HO2

Southern Nevada is home to 2.2 million people, 980,000 workers and 56,000 employer businesses. The region routinely ranks at or near the nation's highest in growth and investment metrics and is currently experiencing population growth at three times the national average and has \$15 billion of projects in the development pipeline. New residents move to Southern Nevada from every state; however, California accounts for roughly one-third of the nearly 70,000 drivers licenses surrendered at the Department of Motor Vehicles each year. Job-related motivations are the most common reasons for newcomer relocations, followed by retirement, to be closer to family and friends, and the ability to enjoy a higher quality of life.

Location, structural and policy factors contribute to the region's ability to attract and retain both businesses and employees. Situated on the eastern portion of the Mojave Desert, Clark County is home to Mt. Charleston (the highest peak in the Mojave Desert), Lake Mead (the largest man-made lake in the United States) and Red Rock Canyon National Conservation Area. Southern Nevada is also within driving distance of several national parks, including Grand Canyon, Zion, Joshua Tree, Bryce Canyon, Great Basin and Death Valley. The region is strategically located along Interstate 15 and is within 5 hours of 9 percent of the nation's population and within a two-hour flight of 25 percent of the nation's population. In fact,





the region is less than one day's drive from 60 million consumers and five major United States ports serving the Pacific Rim. Cost of living and cost of operations are competitive, with a below-average housing and occupancy cost, no personal or corporate income taxes and among the lowest effective property tax rates in the nation. The Las Vegas tourism economy creates access to arts, sports and entertainment unlike anywhere in the world, and those opportunities are only made better by the Smith Center for the Performing Arts, the Las Vegas Springs Preserve, and the recent additions of both NHL hockey and NFL football.

Southern Nevada's tourism economy attracts 43 million visitors annually from across the nation and around the world. The region benefits from roughly 150,000 hotel rooms, McCarran International Airport, more convention and meeting space than any other market in the country and 290,000 hospitality industry employees. Visitors spend roughly \$35 billion annually, supporting world-class dining, shopping and entertainment offerings. Las Vegas also attracts 6.5 million convention and meeting travelers each year and has ranked #1 in Trade Show News Networks' *Trade Show 250* for the past 23 years.

While tourism remains the region's largest industry, it is far from its only industry. Over 10,000 businesses and more than 180,000 jobs have been created in Clark County since 2011, a period during which limited resort-hotels were added to the market. In fact, nearly every sector of the economy reported positive job growth during the past 12 months, led by business and professional services. The reality that nearly every business today is, in one way or another, a technology enterprise has required Southern Nevada to focus on attracting, developing and retaining talent. We have done this by increasing investment in K-12 education and college and university programs and by enhancing the ability to draw

talent regionally as well as nationally. Southern Nevada's successes in this regard are noteworthy, including thriving magnet schools and tech academies; new university programs and expanded research in robotics, battery storage, water resource technology and autonomous systems; and, perhaps most notably, the simple fact that the only thing growing faster than our region's population base is its workforce.

Connectivity is an essential element of Southern Nevada's current and future success. This includes traditional forms of connectivity reflected in street and highway improvements as well as recent expansions of McCarran International Airport. Comparatively speaking, Southern Nevada reports modest levels of roadway congestion as well as some of the highest volume and lowest cost air travel in the country. This also includes technology-based systems connectivity. Thanks in no small part to Switch's SuperLoop project and the relative newness of the region's underlying infrastructure, Nevada is home to the most stable, scalable, and integrated fiber networks in the nation. Also, groups such as Southern Nevada Strong, the Outside Las Vegas Foundation, and Smart Cities are working to improve connectedness through everything from award-winning bike and pedestrian trails to integrated Internet of Things (IoT) solutions that will lower costs and increase accessibility for residents.

NEVADA'S PROBUSINESS BONA FIDES: THE VALUE OF DIVERSITY AND INVESTMENT

Nevada is widely recognized as one of the most probusiness states in the nation. The state ranks #1 in Gallup Daily's *Job Creation Index*, Forbes' *American Dream Index*, and Chief Executive's *Top States to Do Business Index*. According to the Economic Innovation Group, Las Vegas ranked #1 in the nation in terms of the business startup rate, and the region ranked 6th nationally in Garner Economics' report on *Creative Job*





Growth since 2011. The state also sits atop The Boyd Co.'s Most Favorable Tax and Business Climate List as well as the SBE Council's rankings of the Most Policy-Friendly States to Entrepreneurs. Nevada also ranks #1 in Area Development's Top States to Do Business Within the Western United States and placed 2nd nationally in the same group's rankings of Favorable Corporate Tax Environments. George Mason's Mercatus Center similarly reported that Nevada's fiscal conditions were above average. Nevada placed #1 in Growth Potential according to Business Facilities' 12th Annual Rankings Report. And, according to that same report, Nevada has the 4th lowest industrial electricity rates and is 4th best nationally in solar power employment and capacity. Nevada ranks as the 6th best Auto Accessible Metro MSA in the United States according to New Geography, and WalletHub reported that Clark County has the nation's Best Traffic Conditions and Infrastructure Quality.

Nevada does this by maintaining a stable, predictable and efficient business ecosystem. The regulatory environment is focused, thoughtful and designed to responsibly facilitate rather than inhibit business investment. Nevada's ability to partner with businesses resulted in Nevada receiving the Site Selectors Guild *Excellence in Economic Development* award in 2016. The award is based on mastery of process, ingenuity and creativity, going above and beyond, political acumen, staying power and a personal and caring touch. It was the first time in the Guild's history that a state economic development organization was nominated by three Guild members for three separate projects. Nevada has a demonstrated ability to get deals done, an important element of its probusiness credentials.

Nevada has time and again demonstrated its ability to move at the speed of business. This includes helping companies navigate the state and local regulatory environment as well as working with businesses like Amazon on the policy initiatives that matter to them and their customers (e.g., consumer privacy, data centers, cybersecurity, autonomous systems and internet sales). Perhaps more important is what Nevada doesn't do. Nevada imposes relatively few regulations that interfere with business operations, including those that mandate employee leave, compensation and benefits. While Nevada certainly encourages both probusiness and pro-employee policies, the state has long held the belief that owners and operators know more about how to run their businesses than governments and that market-based competition leads to creative, sustainable and balanced strategies for businesses, their employees and their customers.

Nevada's tax structure and its economic incentive programs are also important features of the state's probusiness environment. We include these together because the former provides a comparative benefit to many businesses while the latter affects only a few. Notably, Nevada may provide fewer economic development incentives than some other locations because the state imposes less taxes to later abate. Nevada imposes no corporate or personal income tax, no inventory tax, no unitary tax, no special intangible tax, no estate tax and no inheritance tax. Clark County has a retail sales and use tax rate of 8.25 percent exclusively on goods sold at retail and levies an average property tax rate 0.82 percent of taxable value. The state imposes a business payroll tax of 1.475 percent on taxable wages in excess of \$50,000 per quarter after a health care deduction and a commerce tax ranging from 0.051 percent to 0.331 percent on business revenue generated from sales to in-state consumers in excess of \$4 million annually.

Nevada has several targeted tax abatement and incentive programs. These include sales and use tax abatements, payroll tax abatements, real and personal property tax abatements, data center abatements and



NO TAX ON CORPORATE, PERSONAL INCOME, INVENTORY, UNITARY, SPECIAL INTANGIBLE, ESTATE OR INHERITANCE INCOME



SALES AND USE TAX,
PAYROLL TAX, REAL AND
PERSONAL PROPERTY
TAX, DATA CENTER
ABATEMENTS

MEANINGFUL INCENTIVES

AND EMPLOYMENT INCENTIVES



employee hiring incentives. Based on the information provided in the RFP, Amazon HQ2 will meet the requirements necessary to qualify for Nevada's \$3.5 billion investment tax abatements. These include an exemption in sales tax for investment at the property site for 20 years, a 100 percent real and personal property tax abatement for 10 years, and a 100 percent payroll tax abatement for 10 years. Existing economic development legislation also provides for \$38 million in transferable, performance-based tax credits, and Nevada provides competitive incentives for renewable energy projects should Amazon choose to integrate them into the HQ2 project.

Local governments also have the potential to provide targeted incentives in tax increment and redevelopment areas, to assist with infrastructure, to accelerate the entitlement process, and to abate selected license fees. While these local incentives may be linked with specific site alternatives, all local jurisdictions are committed to creating a team-based approach to assess Amazon's needs relative to HQ2 and to minimize the timeline and cost to bring the project online.

In addition to tax abatements, Nevada's Workforce Innovations for the New Nevada (WINN) program would be available to help Amazon recruit, train and hire candidates for its new headquarters. WINN is a coordinated effort by the Governor's Office of Economic Development (GOED), the Nevada System of Higher Education, the Nevada Department of Employment, Training and Rehabilitation (DETR), the Nevada Department of Education, JobConnect, the Governor's Office of Workforce Innovations, and Nevada companies, created specifically to develop a pipeline of skilled employees. The program would be customized to meet the company's needs and can be further refined based on Amazon's specific workforce requirements. Clark County's K-12 school system, as well the region's colleges and universities, are also willing to develop Amazon-specific curricula

designed to increase the number of workers entering the workforce with the necessary skillsets.

It is important to note that Nevada's low-tax environment benefits both businesses and their employees. The absence of a personal income tax, for example, means that a comparably paid employee has more buying power in Nevada. Conversely, it provides opportunities for businesses looking to attract talent by creating a margin that can be leveraged. In fact, annual technology occupation wages in Southern Nevada are roughly 20 percent below those reported in other tech-heavy economies. When combined with the relatively high quality of life and relatively low cost of living, this opportunity can be formidable. This is confirmed by one of our greatest assets – the diversity of our labor force – and the pace of growth at which our resident base has expanded. We have no illusions about the importance of the depth and quality of the workforce to Amazon. That said, we believe we have created an environment where businesses can be successful by creating a community that employees want to call home.

In total, the value of these incentive programs is approximately \$800 million. We expect the value of costs avoided by locating HQ2 in Southern Nevada would be significantly higher.

HQ2 SITE OPTIONS: TRANSFORMATIONAL INTEGRATION

In selecting the right community, site selection is a key element of the decision-making process. As such, Southern Nevada leadership has assembled five sites that meet the requirements of HQ2 but also offer unique characteristics that might be attractive to Amazon and its employees. A significantly more detailed overview of each site is provided in the body of the report, but the following pages provide a summary of each site's key attributes.

HQ2.VEGAS

valued at \$800 MILLION

PROBUSINESS ENVIRONMENT

QUALITY OF LIFE

COST OF LIVING

A COMMUNITY TO CALL HOME



HQ2 Site Options: Transformational Integration

		DOWNTOWN LAS VEGAS	SUMMERLIN WEST	WEST HENDERSON
Location Within S	outhern Nevada	Central	West/Northwest	South/Southeast
Size, Ownership	Size	±84.4 Acres	±100 Acres	±350 Acres
and Land Acquisition Cost	Existing Buildings	±246,400 SF	None (Vacant)	None (Vacant)
Acquisition cost	Ownership	Public	Private	Public
	Owner	City of Las Vegas	The Howard Hughes Corporation	City of Henderson
	Zoning/Land Use [a]	Civic Summary	Planned Community	Business Industrial
	Estimated Acquisition Cost	No Cost	No Cost	Fair Market Value [d]
Utilities	Site Development Ready	✓	✓	✓
	Power to the Site	✓	✓	✓
	Water to the Site	✓	✓	✓
	Sewer to the Site	✓	✓	✓
	Natural Gas to the Site	✓	✓	✓
	Fiber to the Site	✓	✓	✓
	Cellular Coverage (multiple)	✓	✓	✓
Transportation	Distance to Major Highway (miles)	0.5	0.5	2.0
and Accessibility	Distance to Population Centers (miles)	0.5	2.0	2.0
	Distance to Airport (minutes)	15	20	10
	Transit Access [b]	✓	✓	✓
	Connected to Trails	[c]	✓	✓
Additional Site Notes		Site is part of the Cashman Center assemblage and is located near downtown Las Vegas with connectivity to Zappos' headquarters	Site is located within a premier master planned community (7th top-selling community in the nation); adjacent to Summerlin Parkway and Interstate 215 interchange	Site is located on the southern edge of the urban Las Vegas valley, providing transportation and proximity benefits; the site is also adjacent to the Henderson Executive Airport

Continued on next page »



		NORTH LAS VEGAS	RAINBOW BELTWAY CENTER
Location Within S	outhern Nevada	North/Northeast	Southwest
Size, Ownership	Size	±150 Acres	±125 Acres
and Land	Existing Buildings	None (Vacant)	None (Vacant)
Acquisition Cost	Ownership	Public	Public
	Owner	City of North Las Vegas	Clark County
	Zoning/Land Use [a]	Open Land District	Business Design Research Park
	Estimated Acquisition Cost	Fair Market Value [e]	Fair Market Value
Utilities	Site Development Ready	r all Market Value [e] ✓	✓
Othices	Power to the Site	✓	√
	Water to the Site	✓	✓
	Sewer to the Site	✓	√
	Natural Gas to the Site	✓	✓
	Fiber to the Site	✓	√
	Cellular Coverage (multiple)	✓	✓
Transportation	Distance to Major Highway (miles)	0.5	0.5
and Accessibility	Distance to Major Highway (miles) Distance to Population Centers (miles)	2.0	2.0
	Distance to Airport (minutes)	35	10
	Transit Access [b]	√	√
	Connected to Trails	· ✓	· ✓
Additional Site Notes	Connected to Italis	Site is located in the northern portion of the Las Vegas valley with significant expansion oppor- tunity for another ±188 acres along Interstate 215	Site is located along Interstate 215 in the southwest portion of the urban Las Vegas valley within a 640-acre master planned business park designed for technology-driven facilities and users

IMAGINING THE POSSIBILITIES: WHEN 1+1=3

An underlying theme throughout the HQ2 RFP is the possibilities created by HQ2 that go beyond the \$5 billion investment, 8 million square feet of space and 50,000 employees directly associated with the campus itself. We view HQ2 as a partnership between company and community, so we asked local stakeholders to imagine what might be possible because of and beyond HQ2. What we got back was a number of ideas ranging from those imagining how Amazon might leverage 43 million visitors to increase service exposure to utilizing Nevada's industrial banking laws to facilitate innovative finance and lending service lines like the issuance of an Amazon credit card. It is our belief that finding a community that seeks to support Amazon more so than being supported by Amazon will lead to the type of collaborative innovation that has made Amazon the nation's fastest growing large company. In the final section of this report, we explore these concepts.

Notes: [a] More detailed zoning classifications and land uses are contained further in this submission. However, it is imprortant to note that all properties are within zoning districts that allow for flexibility of use and design that would provide excellent consistency with Amazon HQ2. [b] While some sites are already served by existing bus transit and others are in transit development corridors, all sites indicate that transit routes would be developed to specifically meet the needs of HQ2. [c] Downtown Las Vegas site maintains connectivity to the urban core of Las Vegas; as such, there is limited trails access on–site. [d] West Henderson site acquisition costs are estimated at fair market value of \$110,000 per acre before any contributions or incentives by the host jurisdiction. [e] North Las Vegas site acquisition costs are estimated at fair market value with proceeds inuring to the Bureau of Land Management and Southern Nevada Public Lands Management Act to fund parks and nature projects in Southern Nevada.



What Businesses are Saying About Southern Nevada



"Nevada's business-friendly environment doesn't just help us meet our short-term goals but also helps us keep an eye on long-term resiliency. Since relocating to Las Vegas, Zappos has experienced such extreme growth and success that, in 2009, you made us a part of your family. We're able to attract and retain top talent in the fields of technology, analytics, and more by offering competitive wages and benefits. We strongly believe that you will be able to do the same given the favorable cost of living and juxtaposition to technical conferences and events. We know that your world-class leadership will be right at home with us in Las Vegas."

TONY HSIEH

CEO

Zappos.com



"Southern Nevada was the ideal location for Fanatics to continue the rapid expansion of its fulfillment network to ensure faster delivery of licensed sports merchandise for fans in the West and Pacific Northwest regions of the country. We could not be happier to be a part of both the recent injection of sports activity and current economic boom happening throughout the Las Vegas area."

LONNIE PHILLIPS

Chief Customer Officer Fanatics



"We're very excited about the talent and available resources here in this market. The support from the state, Henderson/Las Vegas communities and the LVGEA has been outstanding in helping us achieve our growth objectives."

MARC HEITZMAN

Site Director Barclaycard Henderson



THE FUNDAMENTALS: WHY SOUTHERN NEVADA IS THE RIGHT CHOICE FOR HQ2

A COMMUNITY THAT KNOWS HOW TO GROW

Population

Business Formation

Employment and Workforce

Wages, Salaries and Spending

Core Tourism Industry

Housing

Crime Data

HUMAN CAPITAL: DEVELOPING, ATTRACTING AND RETAINING TALENT

University and College Program

K-12 Education Programs

LOCATION ADVANTAGES

Access to Markets, Labor and Consumers

INFRASTRUCTURE: INVESTING IN THE FUTURE

Road and Highway Transportation

Innovative Mobility

McCarran International Airport

Technology Focused Connectivity

SUSTAINABILITY

Energy Generation and Renewable Options

LEED Certified Buildings

Water Resources

A COMMUNITY OF CHOICE

Culture, Community, and Entertainment



A COMMUNITY THAT KNOWS HOW TO GROW

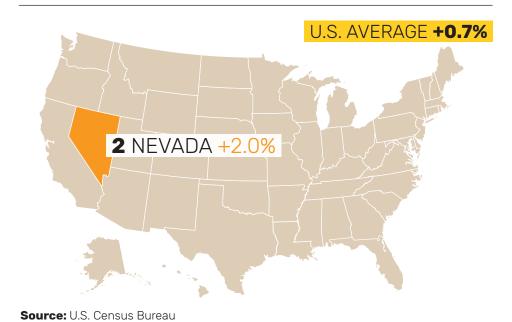
Expanding Population Base

Nevada is home to 2.94 million people, 2.2 million of whom reside in Clark County. Among the fastest-growing areas of the country, Nevada is currently the second-fastest growing state in the nation, and Clark County (the Las Vegas MSA) is the nation's third-fastest expanding large metropolitan area with a population growth rate of three times the national average. In fact, Clark County has added over 776,000 residents since 2000. The region's ability to consistently attract and retain new residents and new workers has been a key element of its economic success.

CONSECUTIVE YEARS IN THE NATION'S TOP 10 STATES WITH FASTEST POPULATION GROWTH RATES

POPULATION GROWTH

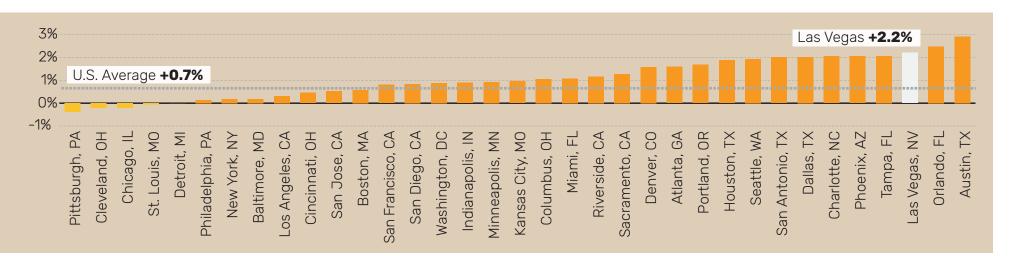
2015-2016



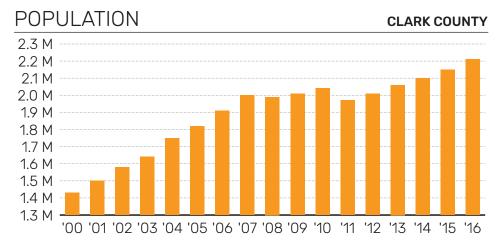
POPULATION GROWTH

35 LARGEST MSAS

Source: U.S. Census Bureau (2015-2016)





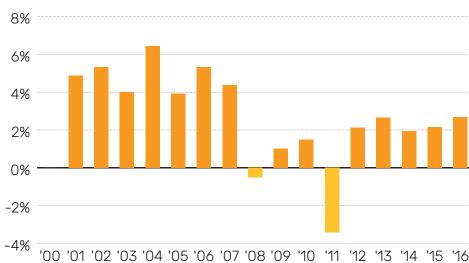






ANNUAL POPULATION GROWTH

CLARK COUNTY

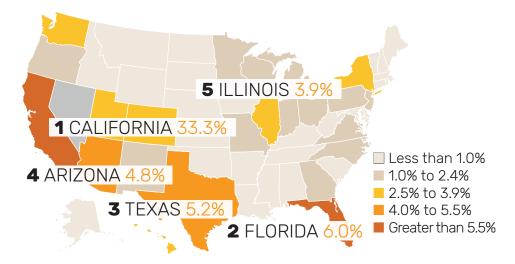


Source: U.S. Census Bureau

NEWCOMERS

CLARK COUNTY

State of Origin



Note: Based on drivers license surrenders

Among Southern Nevada's greatest strengths is its diversity. The region's rapid expansion has made it a melting pot of races, ethnicities and cultures.

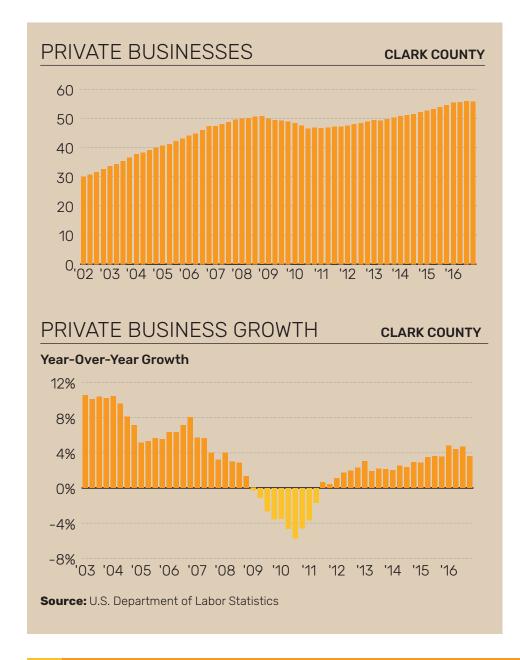
Notably, over one-third of all newcomers to Southern Nevada are sourced to California. This allows the market to routinely draw from a regional pool of talented workers. Broader migration statistics reflect relocations sourced to every state as well as many international points or origin. A welcoming community, Southern Nevada is not only probusiness it is also pro-resident. We believe that is a large reason why our community is the one so many have chosen to make their home.

"The place to see the future is Las Vegas, whose demographics today look most like what the U.S. overall will look like in 2060."

- fivethirtyeight.com



A Growing and Diversifying Base of Businesses



COMPANY RELOCATIONS AND EXPANSIONS

CLARK COUNTY

2017

- 24/7 In Touch
- Teletech
- Stixis
- The Anthem Companies, Inc
- Sunshine Minting Inc
- Soothe
- · Slice Of Life
- Oasis Biotech
- Lobostar
- · Scientific Games
- Medolac
- Ecig
- Ryze Renewables
- Astound
- Aristocrat
- Moen
- Lioher
- 500 Group Supercar Systems

2016

- Amazon
- The Honest Co.
- Sutherland
- · Fanatics, Inc.
- Pacific Dental
- Sitel
- Hyperloop
- Turano Breads
- Core-Mark Intl
- · Western Group Packaging
- Arroweye
- TH Foods
- Tectonics
- MBD Wheel and Brake Repair & Services LLC
- Revenue Media Group
- Hyve Works, LLC
- Ntooitive Digital LLC
- Via West
- Papillion
- Erickson Intl
- Frontier Armory
- SEI
- Carelian Caviar
- Grand Canyon Air
- Bresmed
- Cultiva
- AeroTargets
- · Alliance Workforce Solutions

CLARK COUNTY ADDED OVER



PRIVATE
BUSINESSES
IN THE LAST
15 YEARS

80%

OF THE REGION'S
NEW JOBS CAME
FROM EXISTING
COMPANIES
GROWING AND
EXPANDING

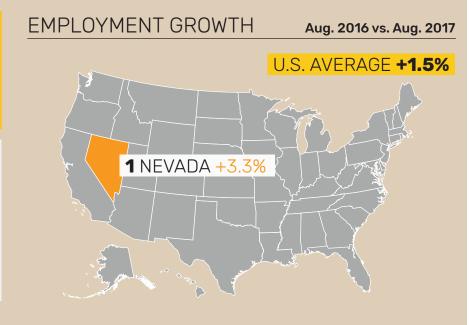




Current employment stands at

1,346,600

242,300 jobs have been added since the recession 80 consecutive months of annual job growth



EMPLOYMENT GROWTH

35 LARGEST MSAS

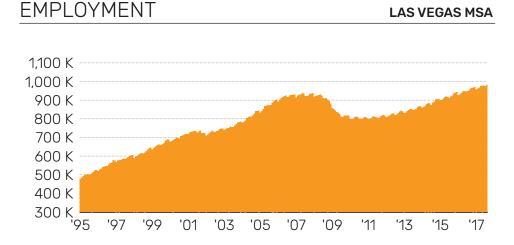
Source: U.S. Bureau of Labor Statistics (Aug. 2016 vs. Aug. 2017)



Creating Jobs

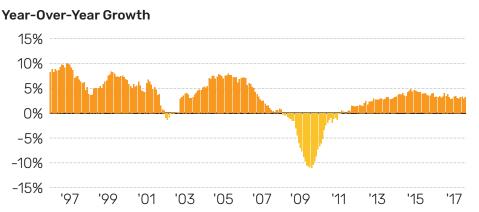
Nevada ranks first in the nation in job formation. Seventy percent of the state's jobs are located in Clark County, which currently reports the third-fastest job formation rate among the nation's largest MSAs. Jobs are being created in every sector of the economy, driven by innovation, export-based opportunities, organic growth and the ability of the region to supply key capital assets as well as a growing and talented workforce.





EMPLOYMENT GROWTH

LAS VEGAS MSA



CONSECUTIVE
MONTHS OF
POSITIVE
EMPLOYMENT
GROWTH IN
LAS VEGAS MSA

Source: U.S. Bureau of Labor Statistics

EMPLOYMENT GROWTH

LAS VEGAS MSA

EMPLOYMENT GROWTH

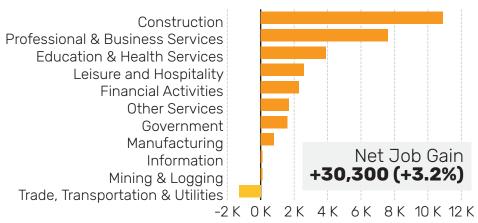
Trough to Present (Jan. 2011 vs. Aug. 2017)

Professional & Business Services

Leisure & Hospitality

LAS VEGAS MSA

Prior Year to Present (Aug. 2016 vs. Aug. 2017)



Construction
Education & Health Services
Trade, Transportation & Utilities
Financial Activities
Other Services

portation & Utilities
Financial Activities
Other Services
Manufacturing
Government
Information
Mining & Logging

O K 10 K 20 K 30 K 40 K

Source: U.S. Bureau of Labor Statistics

The Las Vegas MSA has added 10.000 businesses and nearly 183,000 jobs since 2011. More than 30,000 of those jobs have been created in just the past 12 months. There are currently nearly \$15 billion of projects planned, proposed or under-construction, which has increased demand for construction workers: however. health and education services. business and professional services and trade, transportation and utilities have each contributed significantly to the workforce

during the past five years.



Workforce Profile

Southern Nevada has a young, diverse and increasingly well-educated workforce to serve the growing number of businesses in the area. University investments, the addition of more career and technical programs in high schools, and the tendency of millennials to pursue higher education more than any previous generation points to further growth in the educational attainment level of Southern Nevada's workforce. The workforce is also becoming increasingly diverse. The Clark County School District is a majority-minority district and the University of Nevada, Las Vegas, Nevada State College and the College of Southern Nevada are designated as Minority Serving Institutions by the U.S. Department of Education.

AMAZON-RELATED OCCUPATIONS LAS VEGAS MSA OCCUPATION JOBS 2016 JOB GROWTH SINCE 2010 Accounting 29,629 11.4% Administrative 111,864 Engineering and Software 21,770 19.3%

7.460

34.025

Source: Governor's Office of Economic Development (GOED)

Legal

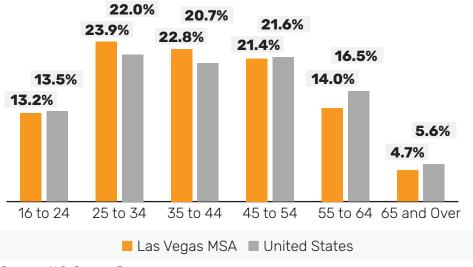
Management



Bachelor's degree holders in Southern Nevada have

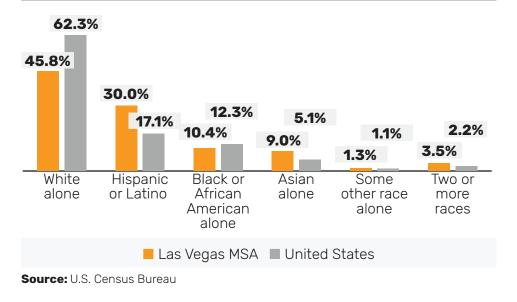
increased 97% since 2000

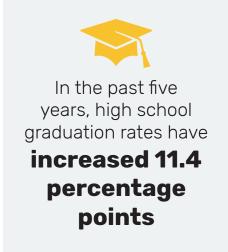
WORKFORCE DISTRIBUTION BY AGE



Source: U.S. Census Bureau

WORKFORCE DISTRIBUTION BY ETHNICITY





1.7%

20.8%



Regional Workforce Attraction and Retention

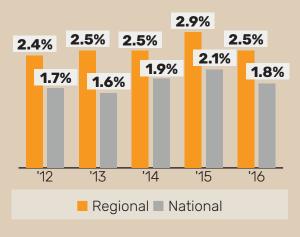
Part of Southern Nevada's success as one of the nation's most dynamic economies in recent years is its ability to attract talent and share resources with other population centers throughout the region. With roughly 30 million people living within a five-hour drive of the Las Vegas metropolitan area, Southern Nevada is one important piece of a larger, interconnected market. Between 2000 and 2015, over 365,000 people from other parts of this region have moved to Las Vegas, and that figure increases each year. They are enticed by the area's expanding job prospects, affordable housing and various city amenities. Las Vegas has proven itself as a place where people want to live and work, and many who have yet to make the move are simply waiting for the right opportunity.



REGIONAL POST-SECONDARY EDUCATED POPULATION



REGIONAL VS. NATIONAL EMPLOYMENT GROWTH



Source: U.S.Census Bureau and Workforce Report Card Report (Applied Analysis)

As the economy in Southern Nevada has diversified and opportunities have become more plentiful, the area has been increasingly retaining home-grown talent. Increases in local-born residents can also be attributed to the attractiveness of Las Vegas as a place to live. More people are raising families in the area, and more family members are choosing to stay in the area than in prior years.

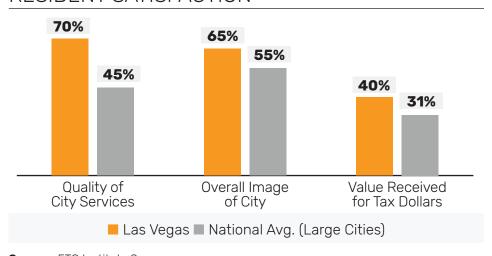




Nevada-born residents in Southern Nevada have

increased over 55% since 2005

RESIDENT SATISFACTION



Source: ETC Institute Survey



Southern Nevada's Targeted Industries

Gaming, Tourism and Conventions

As a tourism capital of the world, one of Southern Nevada's top-performing industries over time has been gaming, tourism and conventions. With high employment levels and strong performance relative to that of the U.S., there is no doubt that the industry and its supporting activities will continue to play a large role in realizing economic growth in the region.

Finance, Banking and Insurance

The region's position as a leading convention and trade show destination brings global businesses from a wide array of industries to Southern Nevada on a regular basis, and the region remains poised to leverage this opportunity to attract global capital across a variety of finance-related activities such as banking and insurance.

Business Headquarters and Services

Although a regional focus on "business headquarters and services" is often only an extension of business recruitment efforts directed toward other industries, establishing this industry as a direct target for economic development reflects the strength of regional assets that can be leveraged toward the recruitment of business headquarters – regional headquarters or operations, U.S. locations for international companies, and corporate headquarters – as well as the professional, technical, administrative and support services that serve as core inputs into business headquarters or operations and support service firms.

Health Care Services and Medical Education

Unique opportunities exist in Southern Nevada to go beyond a more traditional supporting role in health care and pursue a more focused economic development strategy around health care services and medical education. These services are supported by a mix of assets and data-based trends, ranging from retirees choosing the region due to lower cost of living compared to nearby states, available amenities in areas like Laughlin and Mesquite, and large-scale age-restricted planned communities in and around Las Vegas.

Logistics, Manufacturing and Supply Chain Management

The Southern Nevada landscape for manufacturing is one marked by the strong tandem of the region's strategic

geographic location and existing assets, including opportunities associated with leveraging development-ready land, industrial capabilities, regional connectivity and the state's business-friendly tax climate.

Emerging Technology

Southern Nevada is well positioned to leverage existing, foundational infrastructure and regional assets to accommodate additional growth as a western U.S. hub for technology, extending into sectors powering other high-growth categories such as autonomous systems, gaming, computer programming and more.

Autonomous Systems

As a region, Southern Nevada is positioned to aggressively pursue a substantial portion of economic activity driven by autonomous systems and accommodate the industry's growth through multiple avenues, including the manufacturing, testing and implementation of autonomous technologies in both hardware and software, with established vehicle-to-infrastructure (V2I) capabilities, a progressive public policy environment, and existing plans for mobility solutions.

7,260 new jobs

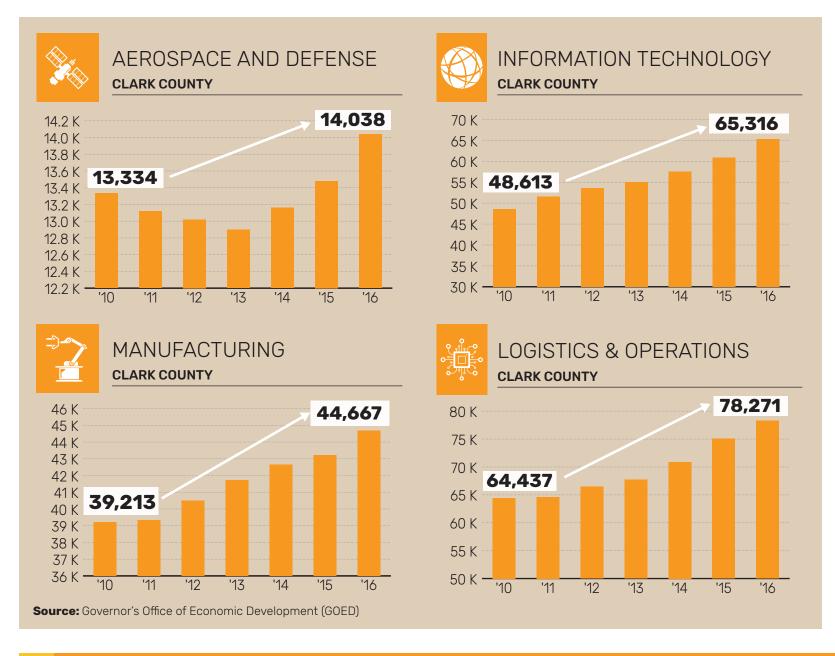












Building Momentum in Emerging Sectors

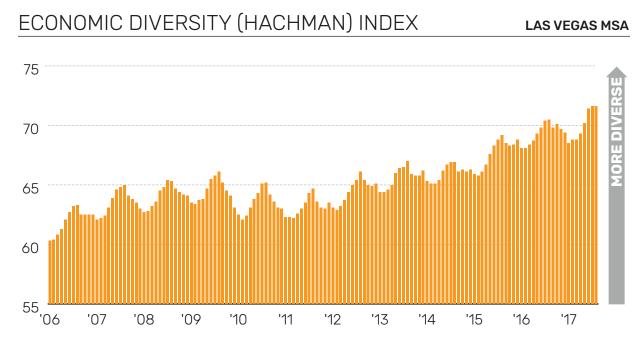
Clark County's ability to develop, target and attract emerging industry workers is clear. Since 2010, employment in targeted sectors has increased by 22.2 percent, 2.8 percentage points higher than the 19.4 percent overall rate of private employment growth in Clark County during that time. Worth noting is that 19.4 percent employment growth ranked among the highest in the nation.

Nevada's ability to partner with businesses resulted in the state receiving the Site Selectors Guild *Excellence in Economic Development* award in 2016. The award is based on mastery of process, ingenuity and creativity, going above and beyond, political acumen, staying power and a personal and caring touch. It was the first time in the Guild's history that a state economic development organization was nominated by three Guild members for three separate projects. Nevada has a demonstrated ability to get deals done, an important element of its probusiness credentials.



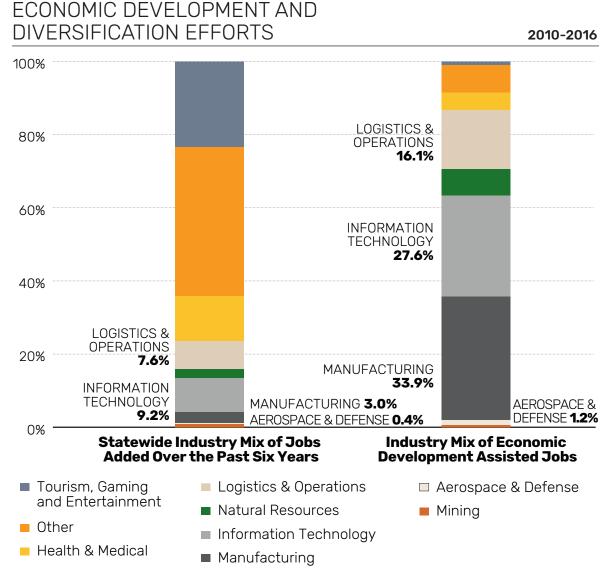
Positive Results from Economic Development and Diversification Efforts

Southern Nevada's employment base is not only expanding, it is evolving. By targeting key industries to enhance economic development in the area, employment in Las Vegas is diversifying. In 2016 the Las Vegas Global Economic Alliance (LVGEA), along with the Governor's Office of Economic Development (GOED), assisted 32 companies that brought 7,260 jobs to the Las Vegas area. Manufacturing and Information Technology have been two key industries in driving diversification efforts. The distribution of these new industry jobs are shaping Las Vegas' employment landscape.



Sources: U.S. Bureau of Labor Statistics; Applied Analysis

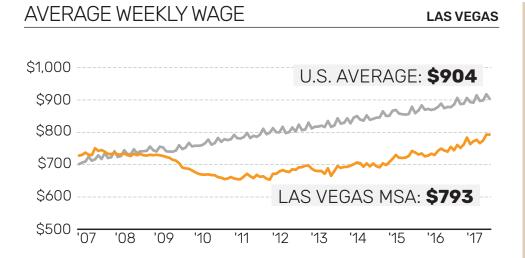
Note: To determine economic diversity, the Hachman Index compares the relative shares of the local economy with those of the national economy to identify the variances in each employment sector, also known as the location quotient. Impacts are then aggregated to create the diversity index. A score of 100 reflects a diversified economy, while a score of 0 reflects a narrow economy. The Hachman Index assumes the national economy reflects broad diversity.



Source: Governor's Office of Economic Development (GOED)

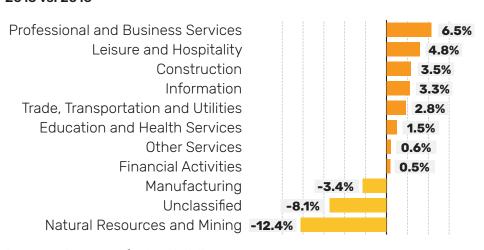


Competitive Wages and Salaries



AVERAGE WEEKLY WAGE GROWTH BY INDUSTRY LAS VEGAS MSA

2015 vs. 2016



Source: U.S. Bureau of Labor Statistics



LAS VEGAS REGION OFFERS COMPETITIVE HIGH-TECH MEDIAN INCOMES

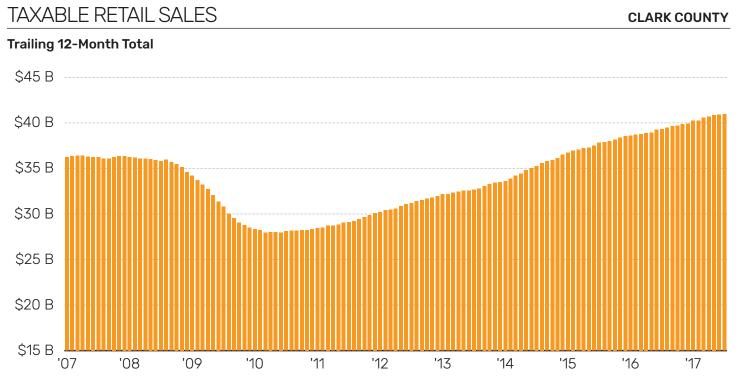
OCCUPATIONAL TITLE	LAS VEGAS MSA	OTHER TECH- HEAVY CITIES	UNITED STATES
Software Developers, Applications	\$92,165	\$109,364	\$98,259
Computer Systems Analysts	\$86,050	\$93,265	\$85,800
Web Developers	\$59,904	\$76,204	\$64,958
Software Developers, Systems Software	\$89,149	\$112,712	\$105,581
Computer Network Architects	\$95,472	\$115,548	\$100,235
Information Security Analysts	\$70,782	\$101,592	\$90,126
Computer and Information Systems Managers	\$114,744	\$150,610	\$131,602

Source: U.S. Bureau of Labor Statistics

Note: Other tech-heavy cities: Seattle, WA; Washington, DC; Denver, CO; Austin, TX; Dallas, TX; San Francisco, CA; Los Angeles, CA; Chicago, IL; Philadelphia, PA; Boston, MA; and New York, NY



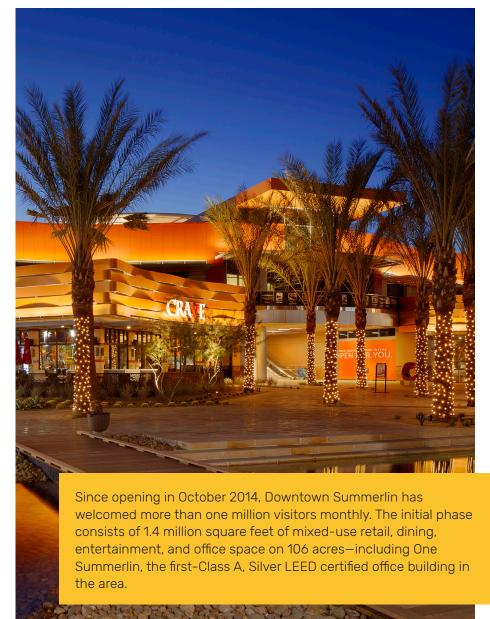
Strong and Stable Consumer Spending Base



Source: Nevada Department of Taxation





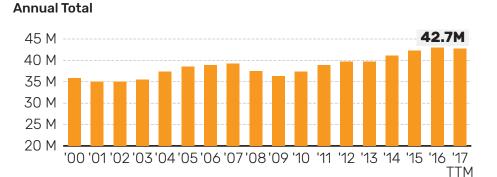




Las Vegas Area Visitation

VISITOR VOLUME

LAS VEGAS AREA



Source: Las Vegas Convention and Visitors Authority



sleeping in Southern Nevada is a visitor



\$35.5 B total visitor spending increased 16.3% from 2015



73% of visitors

to Las Vegas are repeat visitors



\$827 spending

per visitor increased 14.7% from 2015



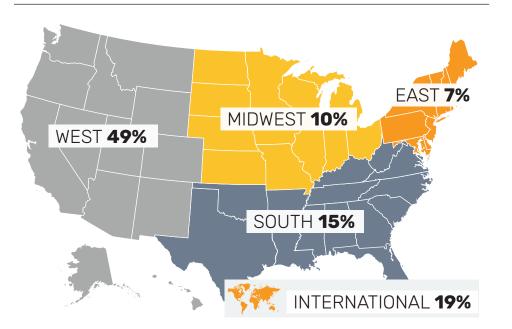
Southern Nevada is a top travel destination in North America, which positively contributes to the community:

- Robust tourism and hospitality industry
- Global exposure and reach
- Nation-leading tourism and convention infrastructure
- Approximately 150,000 hotel rooms
- International airport with the 2nd most origin and destination flights of any U.S. airport
- Strong access to international markets
- Impressive fiscal contributions producing a low-cost tax environment for residents and businesses



VISITOR ORIGIN

LAS VEGAS



NEW INTERNATIONAL DIRECT FLIGHT **DESTINATIONS**

MCCARRAN AIRPORT

2014

Monterrey, Mexico

Vancouver, Canada

Montreal, Canada

Zurich, Switzerland

2015

Stockholm, Sweden

Copenhagen, Sweden

2016

Mexico City, Mexico

Guadalajara, Mexico

London, United Kingdom

Oslo, Norway

Beijing, China

2017/2018

Munich, Germany

Doha, Qatar

Cologne, Germany





Las Vegas is home to the UFC. The global sports brand's International Fight Week attracts an unprecedented number of international visitors to the city.

Las Vegas is a Growing, **Global Brand**

Amazon is global; so is Las Vegas. Increasing international visitation to Las Vegas allows companies to tap into a larger market base while exposing new innovations to a global audience.

International visitors represent nearly one in five travelers arriving in Southern Nevada for either business or pleasure. Between 2007 and 2016, the count of international visitors grew from 4.7 million to 8.1 million, representing a compound annual growth rate of over 6 percent. The share of total visitors arriving from foreign countries has increased from 12 percent to 19 percent during the same period. The market has benefitted from increased flight capacity at McCarran International Airport from international destinations.

LAS VEGAS AREA



More Hotel Rooms Than Any City in the World

Las Vegas is home to some of the biggest hotels in the world and accounts for the largest 15 hotels in the United States. The area has nearly 150,000 hotel rooms with an average occupancy of over 90 percent. The area also has competitive average daily room rates compared to other major metropolitan areas.



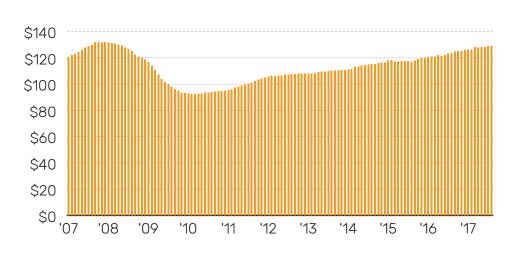
HOTEL/MOTEL OCCUPANCY RATE LAS VEGAS AREA AVER



Source: Las Vegas Convention and Visitors Authority

AVERAGE DAILY ROOM RATE

Trailing 12-Month Average



HOTEL/MOTEL OCCUPANCY LEVELS

Q2 2017

U.S. Avg.

69.5% **90.8%**

LAS VEGAS AVG. 90.8

Source: Las Vegas Convention and Visitors Authority; STR

AVERAGE DAILY ROOM RATES

Q2 2017

U.S. Avg. \$127.43 **LAS VEGAS AVG.** \$121.47

Source: Las Vegas Convention and Visitors Authority; STR



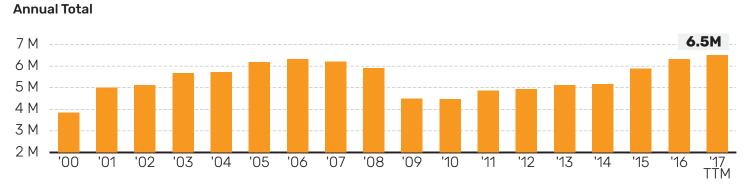




Leader in Convention and Meeting Space

CONVENTION ATTENDANCE

LAS VEGAS AREA



Source: Las Vegas Convention and Visitors Authority



Convention attendance

has nearly doubled

since the Recession



21,864 Conventions held in 2016



11.7 M

Square feet of convention and meeting space in Las Vegas

CONVENTIONS AND TRADE SHOWS

2016

MAJOR CONVENTIONS/TRADE S	HOWS	EXHIBITORS	ATTENDANCE
Specialty Equipment Market Association	SEMA	2,400	158,000
AAPEX	aapex ohead of the curve	2,300	158,000
Magic Marketplace (2 shows)	MAGIC	11,400	150,400
Consumer Electronics Show	International CES	3,900	112,300
National Association of Broadcasters	NA BSHOW Where Content Cornes to Life	1,900	69,500
NAHB International Builders Show	NAHB	1,500	44,800
World of Concrete (WOC)	WORLD OF CONCRETE	1,500	41,800
Solar Power International	S®LARPOWER —INTERNATIONAL	650	18,100

Aria is undergoing a \$154-million expansion to its convention center, which will add 200,000 square feet of technologically advanced, flexible meeting space to target tech shows.





TRADE SHOW DESTINATION FOR 23 STRAIGHT YEARS



MAJOR CONVENTION CENTERS

Las Vegas is home to 3 of the top 10 convention centers in the United States. It is the only market to feature three convention centers within the top 10.



LAS VEGAS CONVENTION CENTER

Exhibit Space: 1.9 million sq. ft.

U.S. Rank: 3rd



MANDALAY BAY CONVENTION CENTER

Exhibit Space: 1.0 million sq. ft.

U.S. Rank: 8th



SANDS EXPO & CONVENTION CENTER

Exhibit Space: 1.0 million sq. ft.

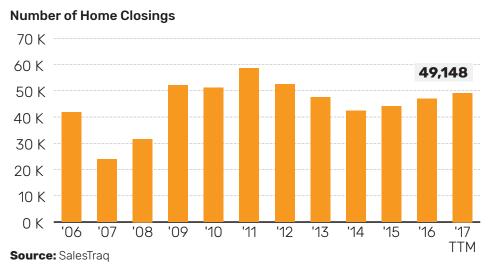
U.S. Rank: 9th

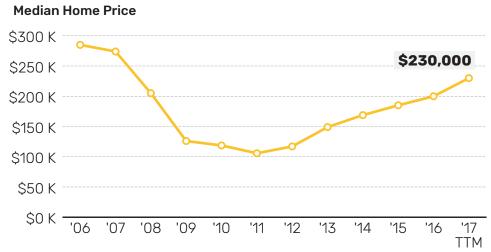


Housing Market Overview





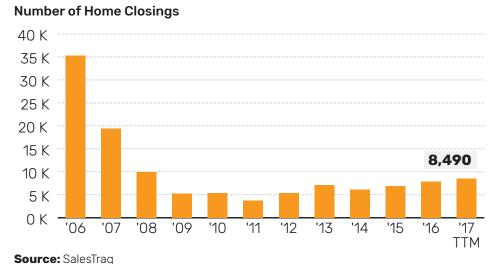


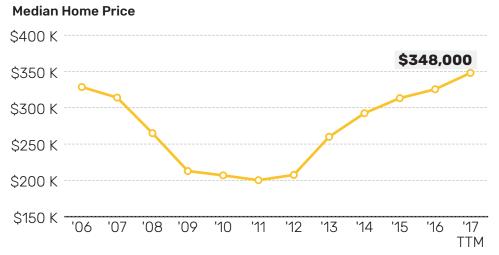


The Southern Nevada housing market has transitioned from the effects of the past recession to a market best characterized as "stable." Overall sales volumes and price points have resumed a sustainable growth trajectory, providing security for existing and future residents.

NEW CONSTRUCTION HOUSING MARKET

LAS VEGAS AREA





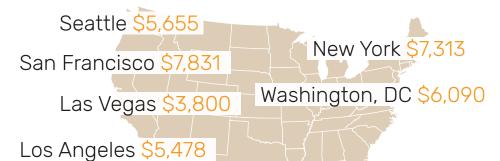




Among the Most Affordable Large Metros in the West

Housing affordability has been a hallmark of Southern Nevada's attractiveness for those looking to relocate to the metropolitan area. Compared to national and regional averages, the Las Vegas area continues to rank positively. The House Price Index demonstrates Las Vegas's relative competitiveness. In addition to reasonable home ownership options throughout the Las Vegas valley, rental costs remain favorable compared to national and regional averages.

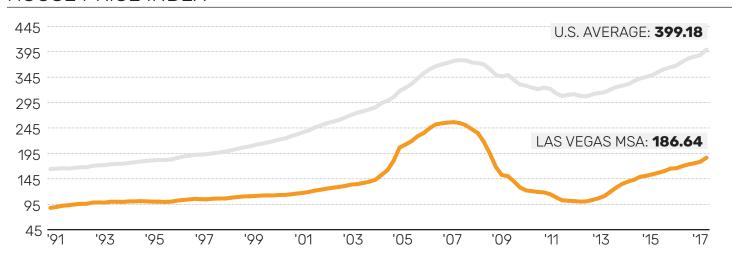
COST OF LIVING PLUS RENT INDEX



Miami \$5,589

Note: The Cost of Living Plus Rent Index calculates the average cost of living based on various expenditures. The estimated average cost of living in Las Vegas is \$3,800. This index assumes net earnings (after income tax). To maintain the same quality of life as in Las Vegas, the estimated cost of living is displayed for each relative metropolitan area. For example, you would need to earn a net income of \$5,655 in Seattle, WA to maintain the same standard of life that you can have with \$3,800 in Las Vegas, NV (assuming you rent in both cities).

HOUSE PRICE INDEX



COST OF LIVING RANKINGS AMONG MAJOR METROPOLITAN AREAS IN THE WESTERN U.S.

SELECTED METROPOLITAN AREA	OVERALL INDEX VALUE	RENT INDEX VALUE	HOUSING AFFORDABILITY INDEX
Phoenix, AZ	97.7	96.9	167.1
LAS VEGAS, NV	98.7	98.4	156.0
Salt Lake City, UT	99.7	103.8	160.9
Portland, OR	101.3	112.6	130.7
Sacramento, CA	102.5	118.7	141.9
Denver, CO	104.7	117.7	128.7
Riverside-San Bernardino, CA	105.9	119.0	118.8
Seattle, WA	107.8	129.0	129.9
San Diego, CA	115.9	163.9	79.8
Los Angeles, CA	117.0	166.4	73.6
San Francisco-Oakland, CA	121.3	183.9	72.6
San Jose, CA	122.9	200.7	63.9

Source: Bureau of Economic Analysis

Note: A score of 100 is the national average. The Housing Affordability Index is a National Association of Realtors indicator that compares single-family home prices with family incomes across metropolitan areas. A score of 100 means a typical family's income would adequately cover payments for a median home; a score above 100 means the family would have more than enough to cover a mortgage in the area. As shown above, Las Vegas has a score of 156.0, meaning the average family makes 56 percent more than necessary to cover a typical mortgage in the area.

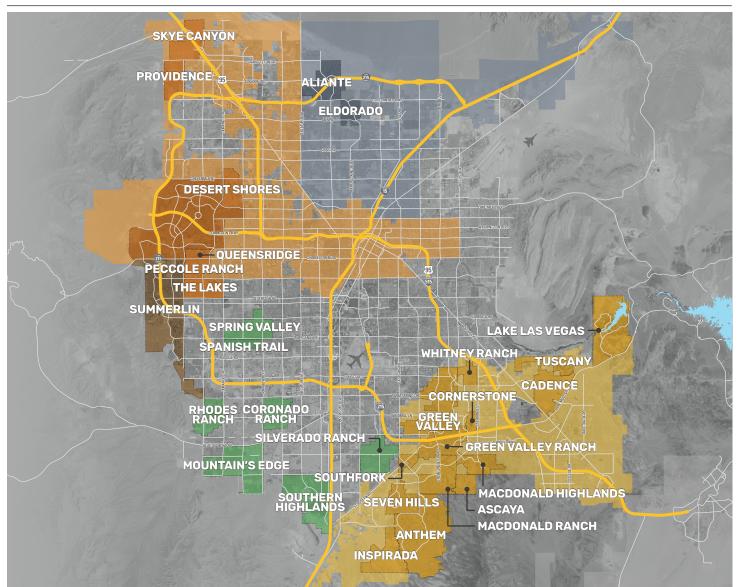
Source: Federal Housing Finance Agency

Note: The House Price Index measures average price changes in repeat sales and refinances on the same properties. It is a broad measure of the movement of single-family house prices.



Master Planned Living in Southern Nevada

LAS VEGAS VALLEY MAJOR RESIDENTIAL DEVELOPMENTS



In addition to providing a stable housing environment, Southern Nevada offers a wide range of housing options. Master planned communities offer a sense of "community" and amenity-rich neighborhoods and lifestyles. The Las Vegas area is home to dozens of master plans that offer new homes at varying price points. Importantly, the area is home to two of the top-selling communities in the nation.

TOP-SELLING MASTER PLANNED COMMUNITIES IN THE U.S.

NAME	LOCATION	MID-2017 SALES	CHANGE IN MID-YEAR SALES
Irvine Ranch	Orange County, CA	1,088	+10%
The Villages	The Villages, FL	983	+17%
Lakewood Ranch	Sarasota, FL	622	+73%
West Villages	Sarasota, FL	526	-
Nocatee	Ponte Vedra, FL	516	-16%
Eastmark	Mesa, AZ	502	+81%
SUMMERLIN	LAS VEGAS, NV	470	+28%
Great Park	Irvine, CA	466	-
INSPIRADA	LAS VEGAS, NV	391	+35%
Stapleton	Denver, CO	371	+28%

Source: RCLCO





Relevant Crime Data

Southern Nevada is served by three main law enforcement agencies: the Las Vegas Metropolitan Police Department (LVMPD), the North Las Vegas Police Department, and the Henderson Police Department. The LVMPD is by far the largest of the three, with a jurisdiction covering roughly 1.6 million of the region's 2.2 million residents. While there are a number of crime statistic databases and rankings, the reality is that there are few major metropolitan area in the United States that welcome over 40 million visitors annually. While crime statistics are generally reported on a per-capita basis, they don't reflect the fact that nearly 20 percent of Las Vegas' full-time equivalent population is sourced to visitors.

CRIME STATISTICS

LAS VEGAS MSA

	MURDER/ MANSLAUGHTER	RAPE	ROBBERY	ASSAULT	BURGLARY	LARCENY	MOTOR VEHICLE THEFT
Rate per 100,000 Residents	6.9	63.3	273.0	471.8	868.9	1,499.1	449.7

Source: Federal Bureau of Investigation

LAW ENFORCEMENT STATISTICS

LAS VEGAS MSA

TOTAL LAW ENFORCEMENT EMPLOYEES	TOTAL	EMPLOYEES PER	OFFICERS PER
	OFFICERS	10,000 POP.	10,000 POP.
5,130	2,696	36.2	19.0

Source: Governing.com



Las Vegas is the **16th Safest City** in the U.S.

Source: Governing.com

Source: Safewise



HUMAN CAPITAL: DEVELOPING, ATTRACTING AND RETAINING TALENT

University and College Programs



UNIVERSITY OF NEVADA, LAS VEGAS



1stMost Diverse Campus in the Nation



Hospitality Management Program in the Nation



200Degree Programs



15 Schools and Colleges



5,500Annual Graduates

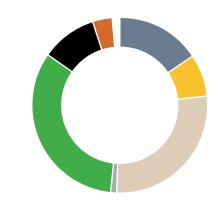


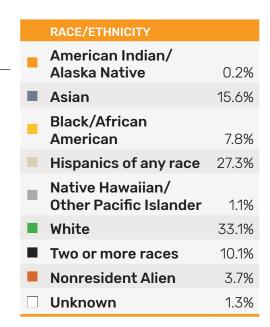
Planned or Under Construction Investments

\$315.5 M

UNLV promotes research programs and creative activities by students and faculty that respond to the needs of an urban community in an urban environment. The university is also exceptionally proud that *US News & World Report* recently ranked it tied for first place with two other institutions for "Best Ethnic Diversity" among undergraduate universities in the United States.



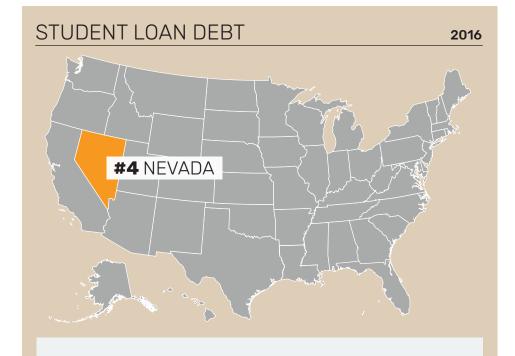




\$1.8 B

ANNUAL ECONOMIC IMPACT





Nevada has the

4th lowest average student debt in the Nation*

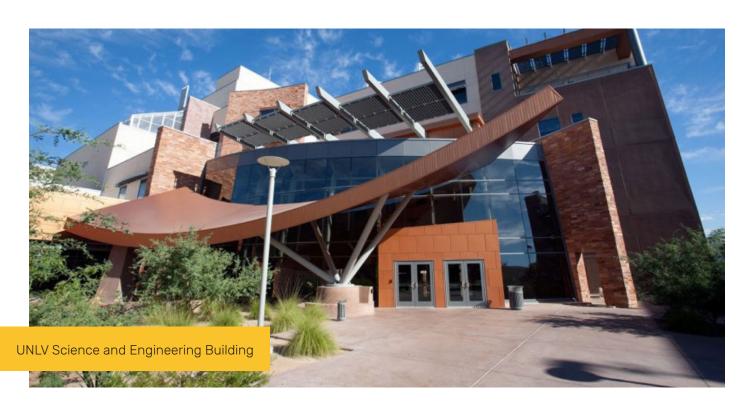
*Public 4-Year Institutions and Private Non-Profit 4-Year Institutions

	AVERAGE DEBT	PROPORTION WITH DEBT
U.S. Average	\$37,172	70%
Nevada	\$24,128	52%
UNLV	\$25,374	52%

Source: The Institute for College Access and Success

UNLV believes in its mission as a public university. With more than 30,000 students and some of the lowest student debt rates in the nation, UNLV creates access that leads to opportunities.

University programs are built to serve the market. They include a number of programs that will meet the direct needs of Amazon. UNLV's Business, Engineering, and Urban Affairs colleges provide research and teaching in such areas as distribution, operations, finance, accounting and business processes, supply chain, pricing, marketing, demand or supply modeling, customer analytics, computer science, information systems, software engineering, cybersecurity, big data, unmanned aerial vehicles, entrepreneurship, environmental studies, solar and renewable energy, and urban management. New degree programs include the following: M.S. in Data Analytics, B.S. in Cybersecurity, M.S. in Cybersecurity, Ph.D. in Cybersecurity, M.A. in Urban Planning, and Professional Doctorate in Public Policy.





Excellence in Advanced Technologies



UNLV's Dr. Paul Oh's Metal Rebel Humanoid Robot recently placed 8th out of 24 teams in the Defense Advanced Research Projects Agency (DARPA) Robotics Challenge. Dr. Oh's research program collaborates closely with KAIST (South Korea's MIT), a world leader in robotics. This collaboration allows UNLV students to visit and train at KAIST and vice versa, demonstrating the international reach of UNLV research.

People may not immediately associate UNLV will technology and innovation, but those who know the university understand that student and faculty researchers are doing amazing things in robotics, water resource technology, renewable energy and medical technologies.



7-year-old Hailey Dawson will be tossing the ceremonial first pitch at Game 4 of the 2017 World Series using a 3D-printed robotic hand developed by UNLV researchers and students.

UNLV's Interdisciplinary
Water Studies Program
works with Desert
Research Institute's
(DRI) Water Center
of Excellence in
leveraging that
institution's strengths
and connections
to attract industry
partners to Southern
Nevada.







Switch donated a 200gb fiber data line that connects directly to the supercomputer donated to UNLV by Intel, thereby making UNLV one of the most connected universities in the world. The Intel Cherry Creek supercomputer ranks among the world's fastest and most powerful supercomputers. Housed in Switch's Las Vegas SUPERNAP data center and available to UNLV researchers through a unique connectivity network, the Cherry Creek supercomputer gives the university and its research partners access to extraordinary computing power.

A team of UNLV students participated in the International Solar Decathlon. The team designed its DesertSol house, which harnesses sunlight for solar electricity while capturing rain to provide evaporative cooling and irrigation. The team placed second overall but was the highest-placing United States team.





UNLV is a leader in solar energy utilization through the efforts of the Center for Energy Research, leading a multi-institutional team that created innovative research in the solar-water nexus with the goal of generating solar energy without wasting precious water resources. UNLV has also received a Silver STARS (Sustainability, Tracking, Assessment, and Rating System) rating by the Association for the Advancement of Sustainability in Higher Education (AASHE) for its campus-wide sustainability efforts.



UNLV Responds Creatively to Community and Industry Partner Needs



The UNLV School of Medicine's vision is to create a world-class center of excellence and innovation for medical education, patient care and research that prepares Nevada's physicians with the most advanced knowledge, treatments and technologies while serving the health care needs of our diverse urban community.

UNLV is committed to commercialization of innovation through industry partnerships. The university's investments, programs and initiatives are focused on building capacity for immediate needs like health care and emerging industries like advanced manufacturing. Examples include agreements with Lockheed Martin that include \$5 million for work to be conducted on the mission to planet Mars, and a partnership with Teledyne Brown (work on the International Space Station) that provides students opportunities near NASA's Marshall Space Flight Center in Huntsville, Alabama. UNLV also entered into arrangements with Tesla for additional research related to water purification and reuse. Additionally, UNLV has commercialization arrangements for technology created at UNLV with Esplin, LLC and NBD, Inc. of Boston, producing treatments for copper coils to reduce water condensation in air conditioning units.



UNLV's Unmanned
Aerial Systems
(UAS) has worked
successfully with state
education and research
institutions as well as
the governor's office
to ensure Nevada was
selected as one of
six national sites for
testing, research and
development of UAS.





























DURING THE PAST THREE YEARS UNLV CONFERRED APPROXIMATELY

15,000

DEGREES AND CERTIFICATES MORE THAN 3,100 OF WHICH ARE IN AMAZON'S AREAS OF FOCUS

RELEVANT UNIVERSITY DEGREES AND PROGRAMS

- Accounting
- Management Information Systems
- · Mechanical Engineering
- Economics
- Business Administration
- · Solar & Renewable Energy
- Entrepreneurship

- Civil & Environmental Engineering
- Environmental Studies
- Finance
- Computer Engineering
- · Public Management
- International Business
- Computer Science

- Public Affairs/Administration
- Management
- Construction Management
- · Urban Leadership
- Marketing
- Electrical Engineering
- Workforce Development

University's Alignment with Amazon's Needs

The university has consistently evolved to meet the ever-changing demands of the community and forge new programs through partnerships with various community stakeholders. We stand ready to do the same for Amazon by developing curricula focused specifically on the skills and abilities Amazon requires as well developing cooperative research initiatives.

To the left is a breakdown of degrees conferred by the university in areas of study that would be relevant to the various aspects of Amazon's ever-growing business. In addition, as a comprehensive research university, UNLV can provide research partnerships with Amazon, job-related and professional development training for its employees, academic degrees and certifications for its family members, and job opportunities and medical care through the Academic Medical Center and its broad community impact.



Aligned with Amazon's commitment to education and the community, the Greenspun College of Urban Affairs offers a Bachelor of Science in Urban Studies, which focuses on students' conceptual, technical and data analytic skill development. This and other degrees may be attractive to Amazon employees who take advantage of the company's Career Choice Program.





COLLEGE OF SOUTHERN NEVADA



34,409 **Enrolled Students**



184 Degrees and Certificates of Which 24 are Online



Language Classes and Programs



Represented by International Student Program

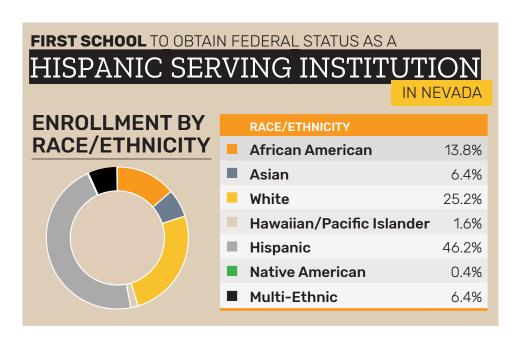


2,910 Computer and Information Technology **Enrollment**



100% Job Placement in a Number of STEM Occupations

CSN is Nevada's largest and most ethnically diverse higher education institution, with main campuses in Las Vegas, North Las Vegas and Henderson, as well as eight learning centers throughout Southern Nevada. CSN faculty can customize courses to fit the individual needs and requirements of an organization. CSN faculty work with businesses on site to understand their unique needs and to design courses and training programs customized to the employer and employee. Approximately 92 percent of CSN graduates stay in Nevada.







CSN's School of Advanced & Applied Technologies provides the technical training and skills that information technology employers are seeking:

- Software, E-Commerce and Programming
- Cybersecurity
- Networking
- Computer Literacy

Coursework for the cybersecurity degrees/certificate provides the expertise required to investigate computer crime and protect networks from unauthorized access, detect intrusions and mitigate damage. CSN's degrees with software emphasis train graduates in database applications, programming and web development. Networking degree coursework prepares students for industry certifications that will demonstrate their mastery of networking skills. Certifications in information management help graduates seek employment as analysts in network infrastructure, software and virtual computing.







CSN's Engineering Technology Program provides the practical mathematical and scientific knowledge that students need to apply and implement existing technology.

Program areas in Applied Technologies include:

- Engineering Technology
- Electronics
- Telecommunications
- Power Utilities
- Industrial Operations

Students in these programs learn methods and procedures used in both mainstream industrial applications and specialized engineering organizations to improve operational processes as well as improve existing products and technological operations.









STUDENTS CURRENTLY ENROLLED IN APPLIED TECHNOLOGY PROGRAM



CSN's Division of Workforce & Economic Development provides customized training programs that require more than a secondary education but less than a two-year degree. The division currently serves about 12,500 non-credit students each year. The program is designed specifically to develop customized training programs for local and national employers. CSN also provides personal development and enrichment courses to students in these programs.



TRAINING PROGRAMS THAT MAY BE OF INTEREST TO AMAZON

- Unmanned Aircraft Systems (UAS)
- UAS Test Prep
- Maintenance of UAS
- · Facilities Maintenance and Manufacturing
- Facilities Maintenance Operations Technician
- Business Services





K-12 Education Programs



CLARK COUNTY SCHOOL DISTRICT



322,800 Public **School Students**

within the Greater Las Vegas Metropolitan Area*



Operates

351 Schools

and Sponsors Select **Charter Schools**



51

Five-Star Schools

In recent years, the Clark County School District (CCSD) has been the fastest growing school district in the country, building more than 110 new schools since 2000, including six new Career & Technical Academies and some of the top magnet schools in the nation. CCSD is not only expanding, it is increasing its funding and focusing courses around the needs of today's economy, which includes the emerging e-commerce industry.



Magnet Schools



6 New

Career and Technical Academies (CTAs) Since 2000

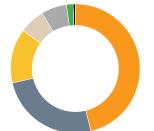


140

Programs of Study in Magnet Schools and CTAs

MAJORITY-MINORITY SCHOOL DISTRICT **ENROLLMENT BY** RACE/ETHNICITY

RACE	
Hispanic/Latino	46.2%
White	25.2%
Black/African American	13.8%
Asian	6.4%
Multiracial	6.4%
Hawaiian/Pacific Islander	1.6%
Native American	0.4%



LANGUAGES SPOKEN

MORE THAN

Note: Numbers may not add due to rounding.

^{*} Includes the City of Las Vegas, City of Henderson, City of North Las Vegas and Unincorporated Clark County.





CCSD students at all grade levels are participating in coding in the classroom.

CCSD maintains a partnership with Code.org and engages students at all grade levels to participate in the "Hour of Code." CCSD has computer science courses offered at 27 high schools, which includes an AP Computer Science Principles course available at 15 high schools. The district also added three Career & Technical Education courses in computer science and computational thinking, middle school math and science teachers are now trained for the integration of coding into core subjects, and an Exploring Computer Science course is offered at many CCSD middle schools, which report a 68 percent participation rate for minority students.



CCSD Videogame Technology students presenting a demo of a game they developed.

Findlay Middle
School robotics
students
demonstrated
how they used
computer code
to program their
robots to perform
tasks. The school
received \$10,000
from Code.org for
having the largest
number of students
of any CCSD school
participate in Hour
of Code activites.





Computer Science enrollment in CCSD is expanding at a substantial rate.

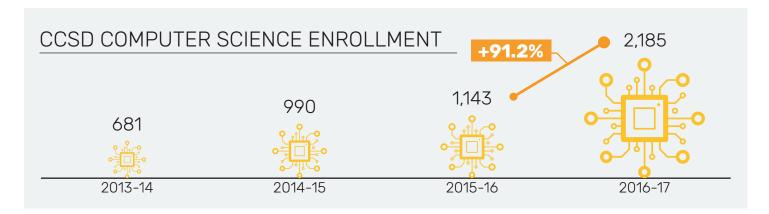
CCSD continues to be engaged in significant efforts to increase opportunities for science, technology, engineering and mathematics (STEM) education as well as specific efforts regarding computer science. In the last year, growth in CCSD computer science enrollments increased by over 90 percent. For the 2016-2017 school year, there were 4,570 total enrollments in computer-related courses, which includes courses such as computer science, web design and video game development.

Nevada is a leading state in advocating for including computer science and computational thinking in K-12 education requirements. In fact, Nevada was one of 14 states participating in the joint public/private development of the K-12 Computer Science Framework, which describes what all students will need to know about computer science to succeed in a globally competitive world.

CCSD is also investing in professional development for teachers of computer science, greater access to computer science educational materials and resources, and development of online coursework in computer science.

Rancho High School's Academy of Aviation offers two dynamic and unique programs for students interested in aviation and aerospace. In the Academy of Aviation, students learn the fundamentals of flight, space travel and rocketry through hands-on projects and the use of expert technology in a state-of the-art aviation lab.





Nevada was one of five states selected to join the 11 state Expanding Computing Education Pathways (ECEP) Alliance funded by the National Science Foundation and was one of four states invited by the White House Office of Science and Technology Policy to participate in the White House Symposium on Computer Science for All State Policy Panel.





STEM education programs are in high demand for CCSD students. CCSD has taken a proactive approach to providing increased opportunities for students in STEM education, including computer science, computational thinking and coding. Robust STEM magnet programs were designed to bolster the workforce pipeline into industry areas where particular skillsets are needed.

MIDDLE SCHOOL STEM EXTRACURRICULAR ACTIVITIES

CLUB/ACTIVITY TYPE	NUMBER OF PARTICIPATING SCHOOLS
Engineering/Design	4
Math	31
Robotics	24
Computer Science	5
STEM	2
Science	53

Some of the current district initiatives include a robust "Girls in Tech" program where girls are provided opportunities to participate in and learn about STEM education and careers.



CCSD magnet schools are leading the nation in STEM-based initiatives.

Magnet schools in CCSD boast over 145 programs of study, with STEM-based programs being the most in demand. CCSD's magnet programs are nationally recognized and have received countless awards for their innovative approaches to learning.

Magnet Schools of America (MSA) named two CCSD magnet schools as National Demonstration Schools, out of only 10 schools nationally to receive this honor. CCSD magnet schools have received over 80 MSA Awards of Excellence for their commitment to high academic standards and academic programs in science and technology. Additionally, six CCSD magnet schools received the Governor's STEM School of Excellence award in 2017.

STEM Magnet Programs

- Computer Science
- Engineering
- Graphic Design
- Networking Technology
- Web Design and Development
- Animation
- Digital Game Technology
- UAV/UAS systems
- Information Technology
- Mechanical Technology
- Robotics
- Cybersecurity

Northwest Career and Technical Academy is a Nationally Certified Magnet School in the Clark County School District. The school currently holds a five-star rating and has a 99 percent graduation rate.





CCSD Magnet Schools Department's E-Commerce Program

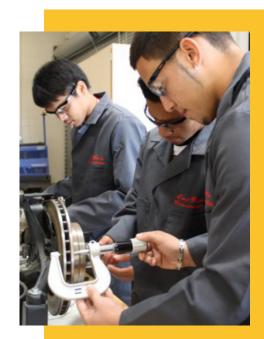
The e-commerce magnet program exposes students to the curriculum and work experiences necessary for the e-commerce industry. This program includes comprehensive apprenticeships and internships to extend learning and the application of skills beyond the classroom.

E-COMMERCE PROGRAM PATHWAYS

	JOB AREAS
Data	Data Engineer, Data Analyst
Buying	Buyer, Procurement, Supply Chain
Product Design and Engineering	Design Technologist, Visual Designers, Hardware, Product Design
Security and Systems	Quality Assurance, Cybersecurity, Systems Engineer



Partnership with **Project Lead the Way** provides the foundation for interdisciplinary STEM learning.



Students connect in a **Mechanical Technology** course offered at East Career and Technical Academy, a Nationally Certified Magnet School. The school was one of only 10 schools in the nation to become a National Demonstration School.

CCSD's Future Ready Program connects schools with over 150

business entities. The program is designed to help schools develop:

- Internship and job shadowing opportunities
- Mentor relationships with students, programs or schools
- Consulting regarding curriculum development
- Service on school-based advisory boards for specific programs
- Guidance on student, career-related capstone projects

CCSD students enrolled in Career and Technical Education (CTE) programs of study

Students enrolled in CTE programs of study graduate the national average is 75%

Source: Future Ready



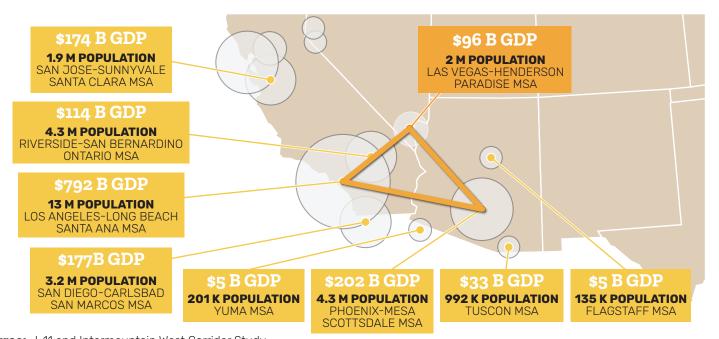


LOCATION ADVANTAGES

Access to Markets, Labor and Consumers

Southern Nevada is strategically located along Interstate 15 and is within a five-hour drive of 9 percent of the nation's population and within a two-hour flight of 25 percent of the nation's population. In fact, the region is less than one day's drive from 60 million consumers and five major United States ports servicing the Pacific Rim. Situated on the eastern portion of the Mojave Desert, Clark County is home to Mt. Charleston (the highest peak in the Mojave Desert), Lake Mead (the largest man-made lake in the United States) and Red Rock Canyon National Conservation Area. Southern Nevada is also within driving distance of several national parks, including Grand Canyon, Zion, Joshua Tree, Bryce Canyon, Great Basin and Death Valley.

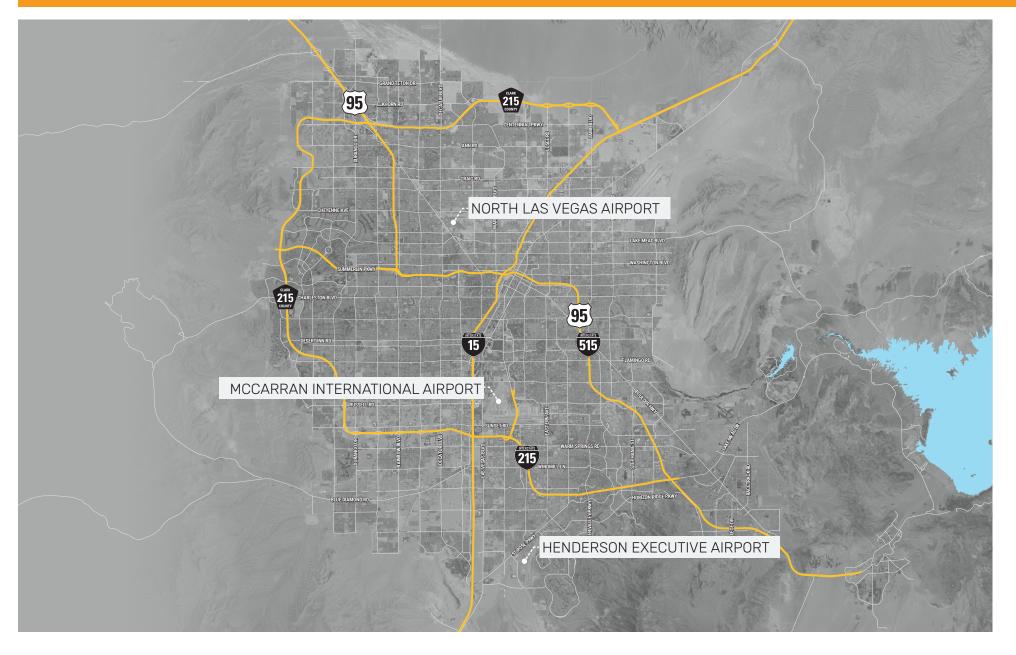
LAS VEGAS IS WITHIN A FIVE-HOUR DRIVE FROM THREE METRO AREAS WITH POPULATION OVER 1 MILLION







INFRASTRUCTURE: INVESTING IN THE FUTURE



Transportation and **Accessibility**

There is a reason that Southern Nevada is among the most accessible markets in the United States. Robust freeway infrastructure, along with McCarran International Airport and two executive airports, facilitate the efficient movement of both goods and people. And, Southern Nevada is continuing to invest in transportation and accessibility. The recent addition of McCarran International Airport's \$2.4 billion Terminal 3 (T3) increased the airport's capacity and its international reach, the \$1.0 billion Project NEON will reduce congestion by 28 percent over a key stretch of Interstate 15, and Nevada is working with Arizona on the ambitious Interstate 11 project.



Transportation and connectivity is a vital component of a community's infrastructure and overall quality of life. It is important to note that Southern Nevada starts from an advantageous position relative to other urban areas around the country.

- Most Reliable Transportations System: Third-party data confirms that Las Vegas' transportation system is one of the most reliable among major metropolitan areas in the U.S.
- · Leader in Congestion Rankings Among Large Metro Areas: Las Vegas ranked #4 among metro areas with more than 2 million residents with an average of 21.6 hours spent in congestion per year. Only Indianapolis, Kansas City and Cleveland demonstrated a higher traffic score even though all three of them have smaller total populations than Las Vegas. (2016 INRIX Global Traffic Scorecard published February 2017)
- Impressive Congestion Rankings in the Western U.S.: Congestion levels in Las Vegas are the lowest among all metro areas with a population more than 1 million on the West Coast and the third best to the west of Mississippi river.
- · Southern Nevada is Making Major Investments in Transportation: The local transportation agency - Regional Transportation Commission of Southern Nevada (RTC), maintains a capital improvement plan totaling \$6.1 billion from a wide range of sources.

- · Southern Nevada Growth Has Not Impacted Travel Times: Among the top 20 metro areas with the best traffic conditions in the nation, Las Vegas is ranked as the second-fastest growing metropolitan area (after Raleigh, NC) with 10.5 percent population growth from 2010 to 2016.
- · Congestion Rankings Don't Adjust for 43 Million Annual Visitors: Population data used to calculate most transportation statistics do not take into account that the region hosts nearly 43 million tourists per year, which contribute to the region's mobility needs. Worth

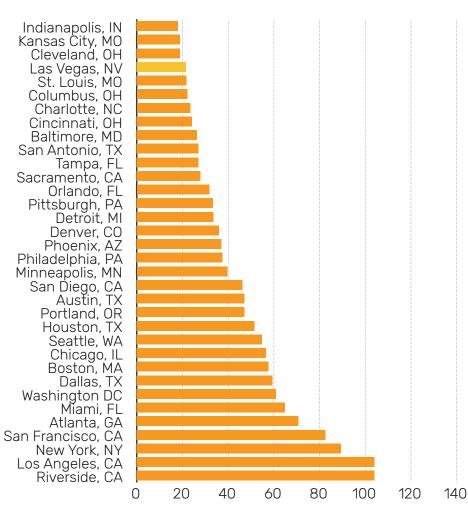
- noting is that Orlando, similar to Las Vegas in population and volume of tourists, reports almost 50 percent more congestion.
- · Community Leaders are Executing on Long-Range **Transportation Investments:** The community is moving forward on the blueprint to address traffic, mobility and growth in Southern Nevada through 2050.
- · Nevada is a Leader in Autonomous Vehicles and Smart Communities: Nevada has been aggressive in making new technologies a reality in transportation and movement of goods.





Competitive Transportation, Accessibility and Mobility Scores

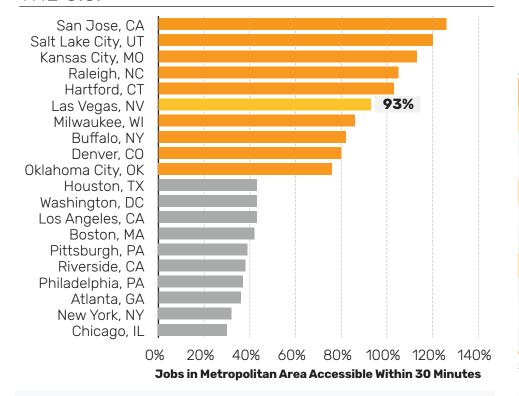
CONGESTION RANKINGS FOR MAJOR MSAS WITH MORE THAN 2 MILLION RESIDENTS



Source: INRIX.

Note: Rankings do not adjust for visitor volume (43 million annual visitors in Las Vegas, Nevada).

MOST AND LEAST AUTO ACCESSIBLE MSAS IN THE U.S.



93% of Las Vegas Area jobs

Source: New Geography

■ Most Accessible
■ Least Accessible

can be reached by automobile within 30 minutes for the average employee

TRAFFIC CONDITIONS AND INFRASTRUCTURE QUALITY AMONG U.S. CITIES

RANK	LOCATION
1	HENDERSON, NV
2	Lubbock, TX
3	Scottsdale, AZ
4	LAS VEGAS, NV
5	Corpus Christi, TX
6	Laredo, TX
7	NORTH LAS VEGAS, NV
8	Chandler, AZ
9	Bakersfield, CA
10	Tucson, AZ

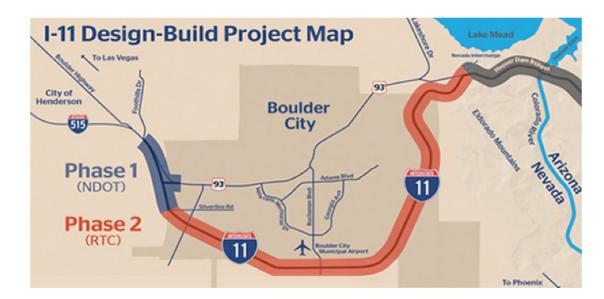
Source: WalletHub

Clark County has

three of the top 10 cities

in the U.S. for traffic conditions and infrastructure quality

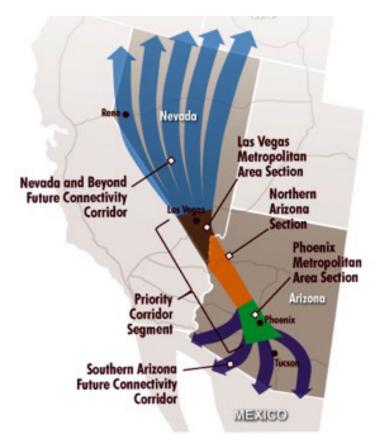




Less Congestion, More Productivity

Southern Nevada is working to increase connectivity through the development of Interstate 11, a needed transportation corridor connecting the Phoenix and Las Vegas metropolitan areas. The Southern Arizona and Northern Nevada Future Connectivity Corridors reflect potential extensions beyond these primary population centers.

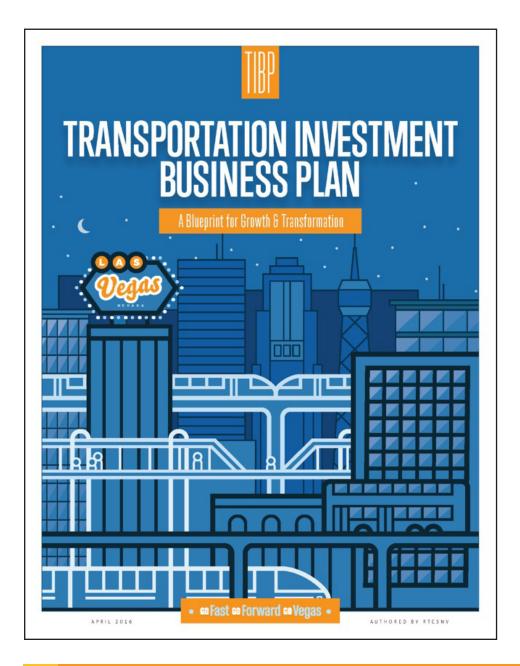






The Interstate 11 corridor is intended to provide an opportunity for a multimodal corridor that could pair together highway, rail and other major infrastructure components, including power and energy; natural resources such as oil, natural gas, and water; and telecommunications.





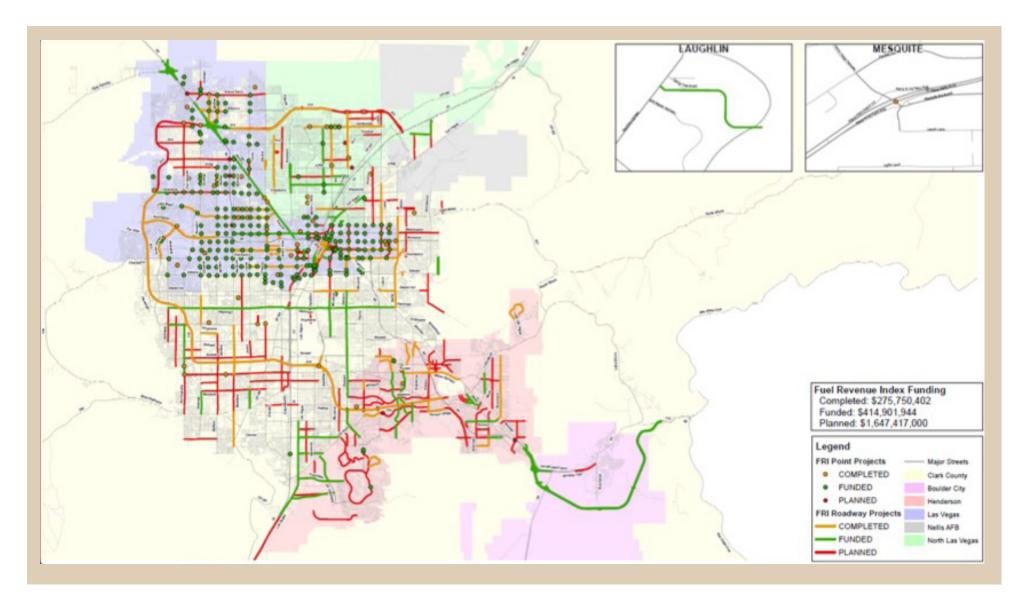
Investing in Connectivity

Southern Nevada has been successful in managing transportation and intends to do so in the future. Part of that planning process is the recent development of the Transportation Investment Business Plan (TIBP). The TIBP is a community-informed consensus document designed to address Las Vegas' transportation infrastructure needs through 2065. Led by a multidisciplinary consulting team, the TIBP was informed by community leaders within transportation, hospitality, business and government sectors who collectively acknowledged the region's growing capacity challenges and contributed to an 18-month process to identify solutions.

The TIBP recommends regional improvements and investments that will create an efficient, high-quality transportation experience to enhance mobility and connectivity, and leverage existing assets. The plan's 60-plus recommendations are separated into five distinct categories including SYSTEM COMMITTEE high-capacity transit, roadway connectivity, freeway enhancements, pedestrian improvements, policies and programs. COMMERCIAL The recommended projects carry an estimated total cost of \$7 to \$12 billion, adjusted for inflation. At the same time, if implemented, these proj-REGIONAL AND LOCAL AND GAMING TRANSPORTATIO ects are expected to generate between COMMISSION \$56 billion and \$178 billion in cumula-ECONOMIC tive economic impact and to create as many as 122,000 jobs. Funding for the LIGHER FOUCATION ECONOMIC DEVELOPMENT projects will come from federal, state, and local sources along with alternative forms of financing.



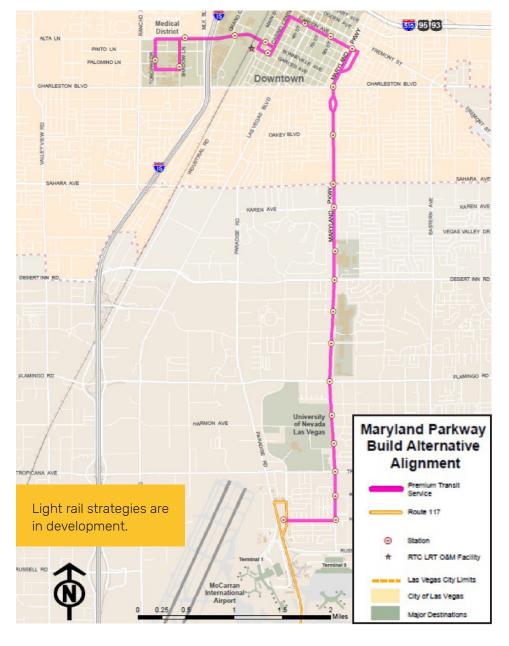
Well-Funded Road Infrastructure



In 2015, local leaders, the business community, the Nevada Legislature, Governor Brian Sandoval and the Clark County Commission joined forces to support a program designed to modernize, grow and diversify Southern Nevada's transportation infrastructure. Commonly referred to as Fuel Revenue Indexing or FRI, the program is estimated to generate approximately \$700 million to fund 225 projects in Southern Nevada, many of which are already underway.



Efficient and Productive Transit



Accessibility matters to Southern Nevada like it does to businesses like Amazon. Mass transit is generally provided through a flexible and efficient bus transit system. However, growth is happening rapidly and it is happening everywhere – including new sports teams, event



venues, hospitals, master planned communities, employment centers, resort properties and new education facilities.

In response, the RTC, in partnership with a myriad of public and private sector stakeholders, has undertaken development of a new plan for the evolution of the region's transit network. Known as "On Board," this visioning effort is designed to identify where enhancements to the current transit system, such as new, more frequent and faster routes, will provide the most benefit to current and future system riders.

Developing Solutions



IMPROVEMENTS TO CURRENT TRANSIT SYSTEM

Identify where enhancements to the current system, such as new, more frequent and faster routes, would provide the most benefit to riders and the surrounding community.



HIGH CAPACITY TRANSIT

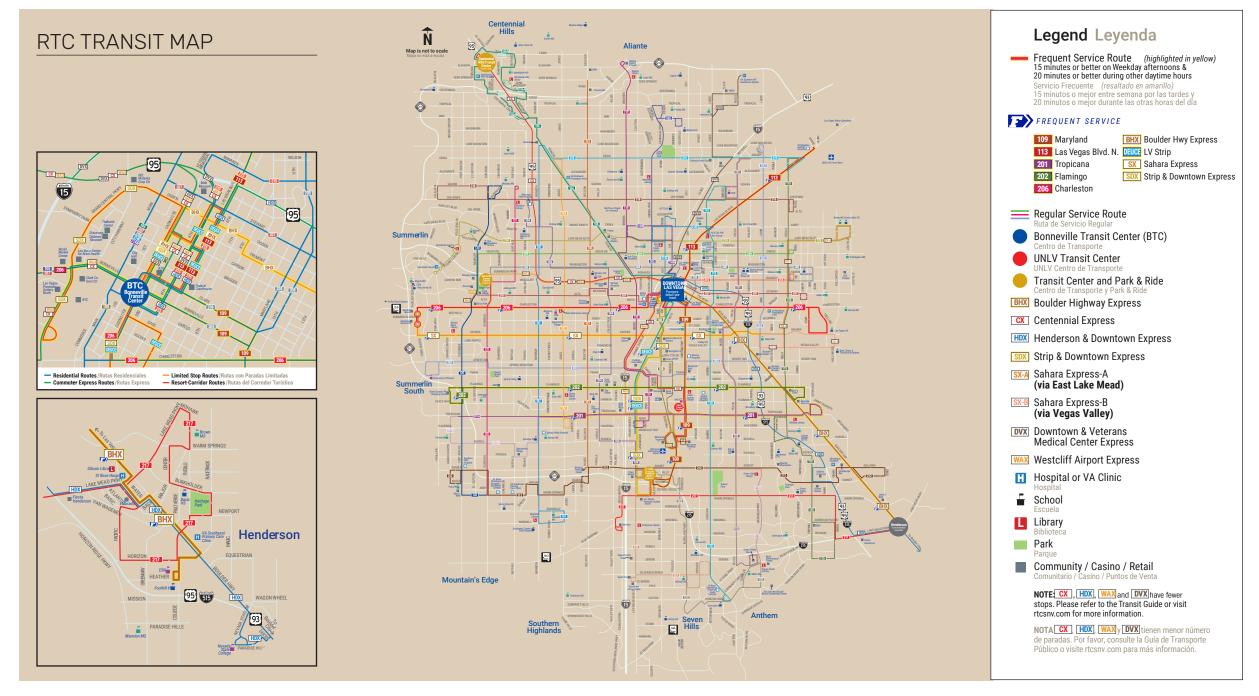
Identify the corridors where high capacity transit services such as bus rapid transit, streetcar or light rail would provide the most benefit to riders and the regional economy.



EMERGING TRANSIT TECHNOLOGIES

Identify how emerging transit technologies could enhance customer service and reduce operating costs.







Ahead of the Curve, Innovative Transportation Options



Nevada Institute for Autonomous Systems

Nevada is one of only six states with a Federal Aviation Administration (FAA) designation allowing it to test and integrate unmanned aerial systems (UAS) into the National Airspace System (NAS). The Nevada Institute for Autonomous Systems (NIAS), a non-profit corporation, leads the growth of the Nevada autonomous aerial vehicle industry through business teaming relationships, collaboration with primary research institutions, and helping to enhance the UAS knowledge base to attract business within the sector to Nevada. In 2012 Nevada began a robust effort to secure FAA designation as one of six UAS test sites established to assist with the integration of UAS into the National Airspace System. In July 2013, the Governor's Office of Economic Development entered into a grant agreement with NIAS to provide oversight of the program management office and Nevada's bid for the test site; and, in December of that same year the NIAS board was formed when Nevada received its designation from the FAA.

NIAS manages unmanned aviation operations and logistic resources, develops expanded airspace opportunities, and generates UAS business leads that benefit UAS public and commercial companies.

The need for new capabilities, mitigations, and verification and validation methods to enable safe UAS operations will require the development, integration and implementation of emerging and new technologies. The overarching approach contained in the Nevada UAS strategy is for goals to enhance public UAS integration, which includes urban integration, and grow the Nevada UAS Industry at a pace commensurate with the exponential growth of the global UAS Industry.



The Henderson Unmanned Vehicle Range at Nevada State College is home to the state's first unmanned aerial systems test site through a partnership with NIAS. The site provides commercial drone designers and operators a location for testing their products. Experts from NIAS provide FAA regulatory guidance and drone flight support and coordination for companies conducting testing, development and training.







Autonomous Vehicles and Smart Communities



Southern Nevada issued the

first autonomous license

in 2011 and in 2016 issued the first restricted driver's license.



The City of Las Vegas was the **first city to deploy an autonomous shuttle**

on public streets; the city will deploy an enhanced version of this shuttle that will use DSRC to communicate with traffic signals in a downtown route.

local jurisdictions RTC, technology providers are pursuing numerous initiatives to better serve our community and create opportunities for development of Southern Nevada as a Smart Community. Efforts include fostering regional coordination with public and private sector stakeholders in identifying needs, connecting with solution providers, and deploying technologies that support mobility, energy efficiency, public health, safety, security and sustainability.



Audi **countdown to green**: using real-time data from our traffic signals, we work with Audi, their engineers, and our traffic signal software provider to create this feature; Las Vegas is the first to deploy it in the United States.



Predictive analytics and incidents:

Las Vegas is the first city in the United States to deploy a technology tool used by traffic operations, the state DOT and law enforcement to predict and detect crashes and quickly respond. The company providing the service is WayCare.



Part of the Solution, Supporting Electric Vehicles

ELECTRIC VEHICLE MARKET GROWTH



Las Vegas saw
the highest
growth in sales
of electric
vehicles in the
nation

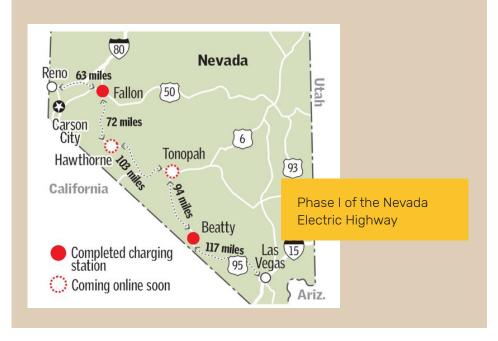
As a state, Nevada saw the **second-highest growth**

Source: ChargePoint; Navigant Research



REGIONAL ELECTRIC VEHICLE WEST PLAN

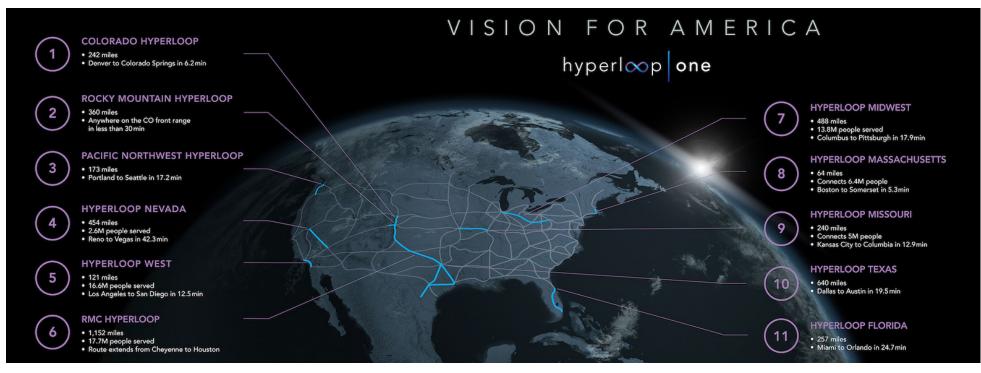
As a result of residents' and businesses' continued adoption of alternative fuel technologies, Nevada has become both a leader and a collaborator in deploying new transportation technologies. This includes the state's participation in the Regional Electric Vehicle West Plan that includes the development of an electric vehicle charging network that will cover more than 5,000 miles of highway across seven states. Eleven interstate highways were highlighted as initial target corridors. Nevada is expanding charging stations along U.S. Highway 95 and U.S. Highway 93. More than 20,000 electric and plug-in hybrid vehicles are already on the road in member states.





hyperl∞p one

VIRGIN HYPERLOOP ONE





Virgin Hyperloop One's test track in Southern Nevada.



Transportation innovation and research is happening every day in Southern Nevada. The region is home to the world's first fullscale hyperloop system, the Las Vegas DevLoop. Hyperloop is a new mode of transportation that moves freight and people quickly, on-demand and direct from origin to destination. Passengers or cargo are loaded into the hyperloop vehicle or pod, and accelerate gradually via electric propulsion through a low-pressure tube. The pod quickly lifts above the track using magnetic levitation and glides at airline speeds for long distances due to ultra-low aerodynamic drag. Hyperloop systems will be built on columns or tunneled below ground to avoid dangerous grade crossings. Virgin Hyperloop One is fully autonomous and enclosed with no direct carbon emissions.



McCarran International Airport

McCarran International Airport is arguably the most important economic asset in Southern Nevada. Reporting 48.1 million emplaned and deplaned passengers annually, McCarran is the 8th busiest airport in the country overall and the 2nd busiest origin and destination airport in the nation. McCarran is designed to accommodate growth of the region's core hospitality industry and continues to boast some of the highest consumer satisfaction ratings in the nation. That said, the benefits to the region's general business sector are also worth noting and include large domestic and international flight volumes, easy access, travel flexibility, and among the lowest travel costs in the nation.

RANKINGS

8th busiest

airport in North America

2nd busiest

origin and destination airport in the nation

3rd highest

in customer satisfaction in North America

Least expensive Lea ticket prices

in the United States

Lowest corporate travel costs

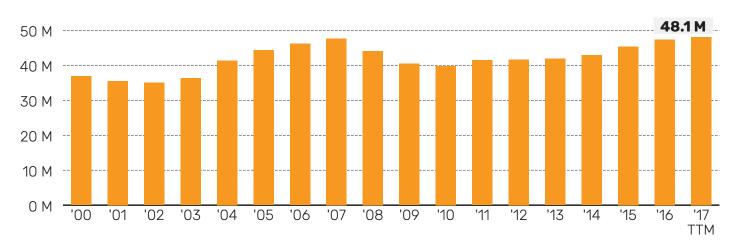
among Western States

Least expensive airport overall in United States



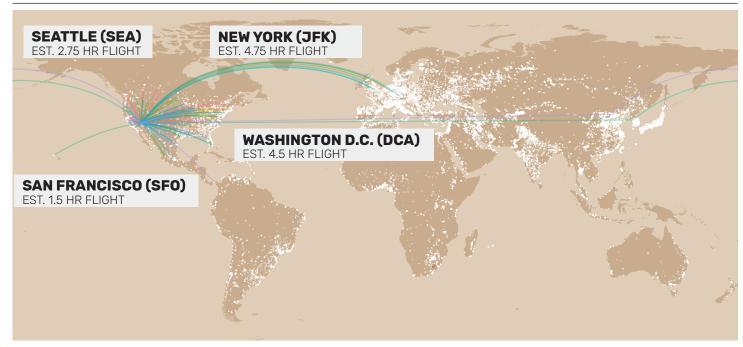
PASSENGER COUNT

ANNUAL TOTAL





DIRECT FLIGHTS FROM MCCARRAN INTERNATIONAL AIRPORT



Source: McCarran International Aiport



Note: RewardExpert analyzes the 45 busiest domestic airports on a range of expenses a traveler may incur at the airport to determine which are most and least costly.

Amazon is global; so is Las Vegas. McCarran International Airport has nearly 500 daily flights that provide access to 153 worldwide markets. Notably, the number of direct flights to international destinations has increased significantly in the past several years with additions including direct flights to China, Germany, Norway and Mexico.

ANNUAL DIRECT FLIGHTS FROM MCCARRAN AIRPORT

	DESTINATION	FLIGHTS
1	LAX	12,782
2	SF0	9,064
3	DEN	6,842
4	SEA	6,440
5	PHX	5,868
6	ATL	4,832
7	ORD	4,800
8	SAN	4,549
9	DFW	4,500
10	SLC	4,361
11	SJC	4,119
12	JFK	4,112
13	OAK	3,829
14	MSP	3,510
15	RNO	3,461

Source: McCarran International Aiport

AVERAGE TRANSPORTATION COSTS TO/FROM **AIRPORT**

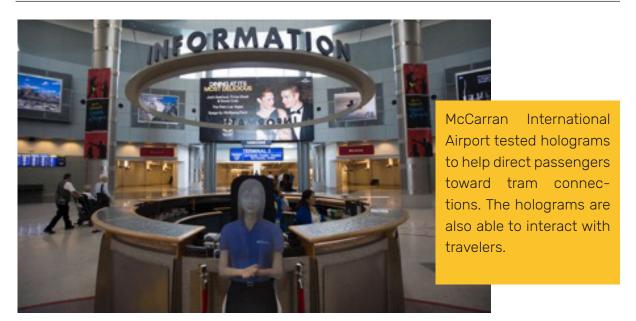


Source: Reward Expert



Technology and the Visitor Experience

MCCARRAN AIRPORT TECHNOLOGY INNOVATIONS



An automated security screening system at McCarran International Airport is aimed at processing airline passengers 20 to 30 percent faster than the method currently practiced at most airports. Three security lanes were reconfigured with the new equipment, and plans are underway to gradually implement the automated system throughout the airport.



TECHNOLOGY MEETS HOSPITALITY



Aria has smart rooms that can detect when you enter and trigger functions like automatically opening the curtains, playing music, turning on the TV, and adjusting the temperature to your preference. The rooms come with a touchscreen that let guests control the automation function and turn on the "Do Not Disturb" sign on their door. Guests can also open their rooms using their smartphone instead of a key.





Among the Most Connected Communities in the Country



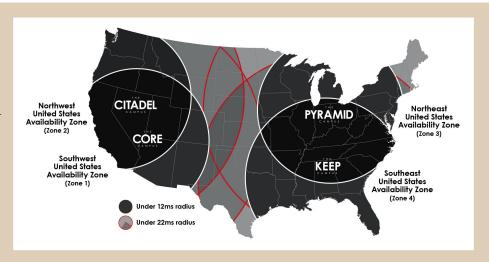


Switch Data Center

Las Vegas is home to Switch's Tier 5 Platinum rated multi-tenant/colocation data centers. With capacity of up to 2.4 million square feet of data center space and capacity to deliver up to 315 MW of power, it is the most advanced and most efficient data center campus in the world. Switch's fiber network and managed client base also make Southern Nevada among the most connected communities on the planet.

THE SWITCH PRIMES

North America's Only Tier 5 **Platinum Cloud Availability Ecosystems**











Switch SUPERLOOP

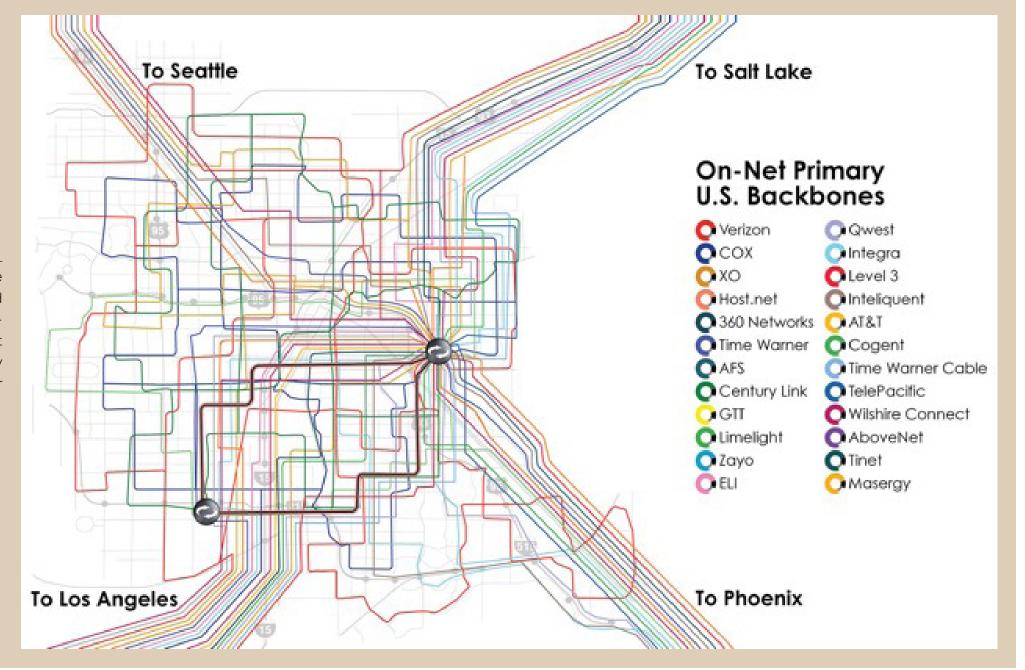
THE SWITCH SUPERLOOP INCLUDES:

- The world's first Tier "Elite" data centers geographically separated over 500 miles, connected with a dedicated and diverse fiber network
- Strategic location to California's technology hubs Silicon Valley and Los Angeles
- One-hour flight from most West Coast client locations
- Built in the lowest risk area from natural disasters in the western United States
- Both campus locations are designed to operate indefinitely without water
- Connected with low-latency dual fiber paths between ecosystems
- 4 milliseconds from the Bay Area basin
- 9 milliseconds from the Los Angeles metro
- Leverages the power of the Switch CONNECT purchasing cooperative



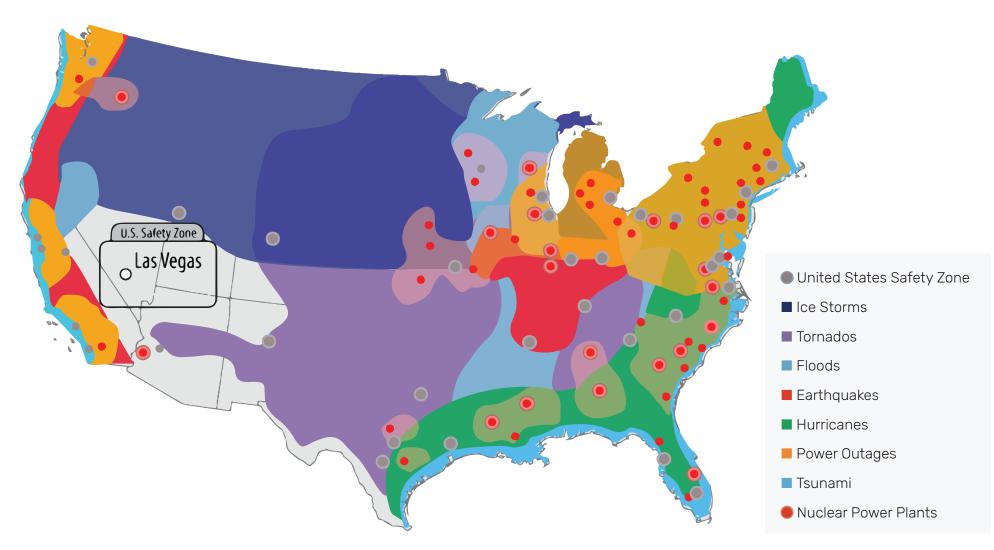
LAS VEGAS VALLEY BANDWIDTH

This map represents the backbone fiber coming in and out of the Switch infrastructure. It is this backbone that allows for super-low-latency transport to other major markets.





UNITED STATES DISASTER AVOIDANCE MAP





Source: Precision Opinion





COX COMMUNICATIONS

Internet Services

Cox Communications services Southern Nevada's residential and commercial markets with high-speed, reliable Internet services. Cox owns and operates 7,453 miles of fiber optic cable connecting Las Vegas, North Las Vegas, Henderson, Boulder City and unincorporated Clark County. Cox's services are delivered by Hybrid Fiber-Optic Coaxial and Fiber To The Premise networks. Today, Cox's network allows it to provide over 70 percent of customers in its entire footprint gigabit speeds; 100 percent will have access to gigabit speeds by the end of 2018.

Cox's HFC network combines optical fiber and coaxial cable to provide residential and commercial customers with high-speed data, video and voice services. Businesses and residences in some areas of Las Vegas also have access to Cox's gigabit passive optical network. Businesses requiring higher bandwidth of 1Gbps to 100Gbps or more are fed by Cox's wavelength division multiplexing or synchronous optical network.

Cox's backbone connects its customers to the Internet. Cox's multiple routes ingressing/egressing Las Vegas, as well as its multiple peering relationships, allow the company to provide high-speed, scalable, resilient and reliable service for its broad customer base





Cox is one of the **largest providers of Ethernet** services nationwide

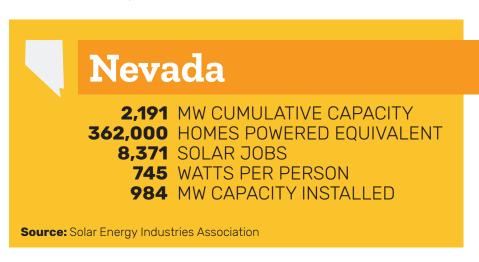


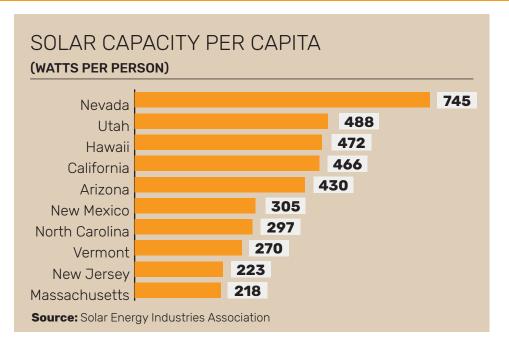
SUSTAINABILITY

TOP STATES FOR SOLAR ELECTRICITY GROWTH (GWH)

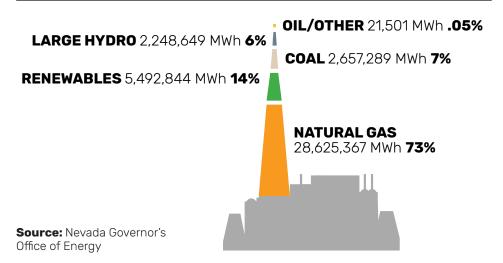
STATE	2007 PRODUCTION	2016 PRODUCTION	2007 - 2016 INCREASE	RANK BY INCREASE
California	1,062	27,432	26,370	1
Arizona	17	5,408	5,391	2
North Carolina	1	4,016	4,015	3
NEVADA	65	2,918	2,853	4
New Jersey	73	2,746	2,673	5
Massachusetts	6	1,949	1,943	6
Texas	5	1,108	1,103	7
Georgia	-	1,076	1,076	8
New York	16	1,067	1,051	9
Utah	0.3	1,023	1,023	10

Source: Frontier Group





NEVADA'S ENERGY SOURCES



Diverse and Stable Energy Infrastructure

Nevada uses several sources to generate electricity, including natural gas, renewables, coal, and a small amount from fuel oil or other gas. Currently, more than two-thirds of the state's electricity is produced in natural gas-fired power plants; coal and renewables comprise most of the remaining amount. Nevada has seen a significant increase in renewable energy production and continues to develop its abundant renewable energy resources, such as geothermal and solar, for use both within the state and for exportation. Nevada has extensive renewable resources and capacity for increased generation. Renewables currently account for about 14 percent of state energy sources, and Nevada ranks first nationally in solar capacity per capita.





NV ENERGY

Renewable Energy Commitment

NV Energy is the primary provider of electricity in Southern Nevada. Although all NV Energy customers are served by a variety of solar, geothermal, wind and other forms of renewable energy, some large customers have expressed a desire to be served by more renewable energy. To accommodate these needs, NV Energy has built several hundred megawatts providing more than 1.3 million renewable energy credits of very low-cost resources for high-profile customers. NV Energy also has two universal-scale solar energy projects in development in Southern Nevada.

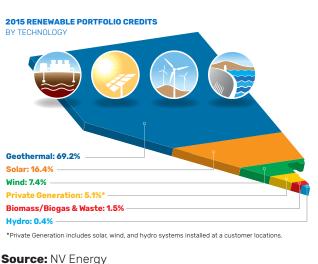
NV Energy continues to be a leader in securing renewable energy for its customers. Smart Electric Power Alliance ranked NV Energy as the 7th top investor-owned utility for its annual solar growth in 2015.

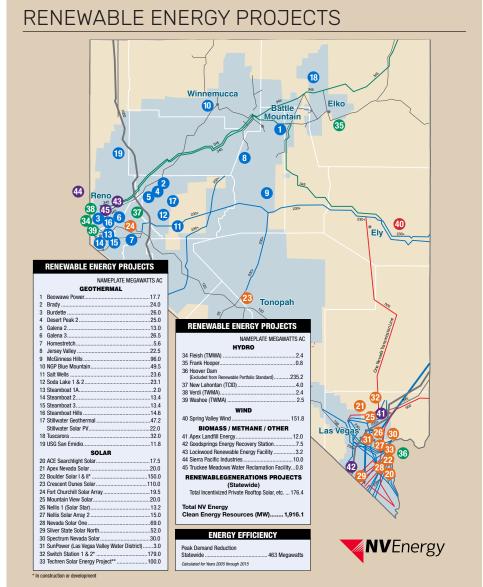


Renewable energy options for 100%

of electric service needs

NV Energy features 49 renewable energy power plants throughout Nevada. In total, more than 2,100 megawatts of renewable energy in Nevada have been built or secured exclusively for NV Energy customers. Energy needs of customers are met by 19 geothermal energy plants, 18 solar energy resources, six hydro facilities, four biomass or methane projects, one large windfarm, and one energy recovery station.









NV Energy PowerShift identifies and characterizes opportunities to reprogram building management systems for improved demand and energy savings.

Consumers Energy

Count on Us®

The Consumers Energy Business Energy Efficiency Programs' Business Instant Discounts offering makes energy efficient products available to business at a reduced price by participating distributors.

DNV-GL

DNV GL's Data Center Efficiency Program is an incentive-based offering with specialized technical, market assessment. education and outreach components.

Committed to Energy Diversity and Renewable Options

PRE-BUILD Opportunities

- Flagship building assistance: Green Building, LEED, Living Building Challenge assistance
- B-READY resilience assessment and assistance
- · Zero net energy, solar PV and integrated microgrid solutions

- Data center energy efficiency
- Smart lighting solutions
- New construction program
- Integrated EEDR program

LONGER TERM OPPORTUNITIES - TO BE LEVERAGED ONCE THE NEW AMAZON HO2 IS BUILT

- "WE DO": We Do engages NV Energy's largest customers and offers companies the opportunity to be more sustainable. It also offers employees the opportunity to save money and receive benefits from NV Energy's energy efficiency programs. We Do enables increased energy savings through employees' actions to save energy both at home and at work by incentivizing them to pursue a more sustainable and energyefficient lifestyle.
- PURCHASING "WE DO" APPROVED PRODUCTS THROUGH AMAZON: NV Energy can customize We Do to support Amazon and enable purchases through Amazon. As an extension of We Do, products that meet NV Energy's We Do specifications could be purchased through Amazon, generating additional sales for Amazon.
- CONCIERGE SERVICE: Working alongside the NV Energy key account manager assigned to Amazon, NV Energy will provide "white glove" concierge service focusing on energy efficiency on the Amazon properties. This service will help facilitate all energy efficiency projects conducted in conjunction with NV Energy.
- AMAZON AS A MID-STREAM DISTRIBUTOR: NV Energy offers energy-efficient lamps available to businesses at a discount through participating distributors, and Amazon could be designated as one of those distributors. Product incentives are delivered to the residential, commercial, industrial and contractor markets as a reduction in the purchase price of qualifying products at the time of sale. Designation as a Mid-Stream Distributor would channel sales in energy-efficient lamps to Amazon throughout the NV Energy service territory.



Building Green: LEED-Certified Buildings

Nevada consistently ranks in the top 10 for LEED-certified project development activity. Recent projects include some of the largest projects in the country, including MGM Resorts' CityCenter project and the Las Vegas Springs Preserve's Desert Living Center and Gardens and Visitors Center, both of which have received LEED Platinum certification. In 2016 alone, Nevada added 22 LEED-certified buildings, totaling 6.4 million gross square footage.

TOP 10 STATES FOR LEED-CERTIFIED BUILDINGS 2016

RANK	STATE	GROSS SQUARE FOOTAGE (GSF)	PER CAPITA CERTIFIED GSF	TOTAL NO. PROJECTS
1	MA	24,398,765	3.73	136
2	CO	15,921,457	3.17	92
3	IL	36,188,485	2.82	151
4	NY	48,405,204	2.50	211
5	CA	88,891,641	2.39	632
6	NV	6,397,602	2.37	22
7	MD	13,426,623	2.33	104
8	VA	18,444,309	2.31	155
9	WA	15,103,478	2.25	105
10	TX	41,942,393	1.67	211

Source: U.S. Green Building Council











Sound and Sustainable Water Resource Management

Southern Nevada is a desert climate, meaning water resources are limited and conservation is critical. Luckily, the region is situated next to nation's largest man-made reservoir, Lake Mead, which provides ample water for the region. That said, it would be difficult to find a community that has been more aggressive relative to conservation during the past 15 years. Since 2002, Clark County's population has increased by more than 600,000 residents while its consumptive use of water has declined by 28 percent.

WATER SMART LANDSCAPE REBATE PROGRAM

- 183 million square feet of grass removed
- 108 billion gallons of water saved since the program began in 1999

POOL COVER INSTANT REBATE COUPON PROGRAM

- 38,000 coupons distributed
- · 474 million gallons of water saved annually

WATER-EFFICIENT TECHNOLOGIES PROGRAM

• 1.4 billion gallons of annual water savings by businesses

WATER SMART HOMES

- More than 11,000 homes have been built via this program
- 1 billion gallons of water saved per year

IS LAS VEGAS RUNNING OUT OF WATER? NO, AND HERE'S WHY A city can grow without needing The Las Vegas Valley is the next-door more water! neighbor to Lake Mead, the nation's largest man-made reservoir While the The deep-water population intake and **INCREASED** VEGAS pumping station Colorado River by 620,000 will provide water consumptive use residents to Las Vegas, since 2002 **DECREASED** even if lake levels 28% continue to at the same time decline Conservation Water Reserves Infrastructure **78**% 8 years Las Vegas currently uses only 78% worth of water resources in reserve of all indoor water is recycled, of its Colorado River Allocation which stretches the water supply 5% 900 million 587 billion Las Vegas uses 5% of water available gallons reserved in water storage gallons a day - capacity of the new intake in Nevada: the resort industry uses and pumping station, enough water to fill about one-tenth of one percent a football field more than 2,000 feet deep

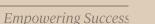
Source: Southern Nevada Water Authority



Turning Necessity into Opportunity | WaterStart

Nevada Governor's Office of

ECONOMIC DEVELOPMENT







SOUTHERN NEVADA WATER AUTHORITY®



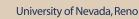
















Nevada knows how important water resource innovation is to the region. The state also knows that its expertise in this area is also valuable in other parts of the country and around the world. WaterStart aims to make Nevada a global water innovation hub and portal for investment by leveraging the state's leadership and expertise in water. The WaterStart business model involves a joint venture between academic, public and private sectors. Each partner brings critical resources to create a mechanism to accelerate the economic cycle through applied research. These resources will lead to technology commercialization bringing high value, shared services to a broad range of public and private sector clients as well as an advanced workforce with core technology skills and domain expertise to meet employers' needs and attract technology focused companies to Nevada. At the same time, WaterStart's efforts will enhance the Nevada System of Higher Education's goal of strengthening public-private partnerships to generate additional sources of non-federal grants and contracts.

A Few Key Facts About WaterStart in Nevada

- Facilitates projects with faculty and students from the Desert Research Institute, the University of Nevada, Reno and the University of Nevada, Las Vegas
- Funded \$450,000 in pilots with \$650,000 in matching funds from partners
- Raised another \$300,000 in memberships and service contracts
- Signed agreement with Israeli Innovation Authority to co-fund additional projects
- Received proposals from over 150 tech companies
- 11 commitments from companies to establish Nevada offices
- 91 projected new jobs over the next two to three years



Benefits of a Desert Climate

TOP 10 MSAS WITH THE BEST **COMFORT INDEX**

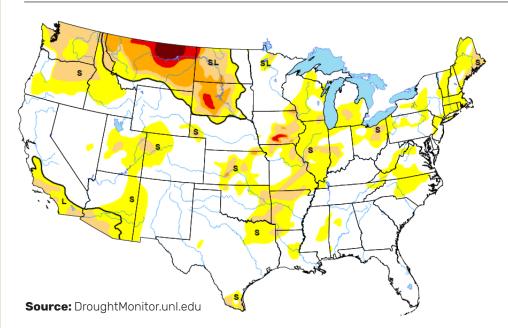
Population +1 Million

MSA	COMFORT INDEX
Miami-Fort Lauderdale-West Palm Beach Metro Area, FL	88
Los Angeles-Long Beach-Anaheim Metro Area, CA	86
LAS VEGAS-HENDERSON-PARADISE METRO AREA, NV	84
San Francisco-Oakland-Hayward Metro Area, CA	84
San Jose-Sunnyvale-Santa Clara Metro Area, CA	83
Tampa-St. Petersburg-Clearwater Metro Area, FL	82
San Diego-Carlsbad Metro Area, CA	82
Sacramento—Roseville—Arden-Arcade Metro Area CA	81
Riverside-San Bernardino-Ontario Metro Area, CA	80
Phoenix-Mesa-Scottsdale Metro Area, AZ	79

Source: Sperlings Best Places

Note: Higher values indicate a more comfortable climate. The Comfort Index measure recognizes that humidity by itself isn't the problem, but instead uses a combination of afternoon summer temperature and humidity to closely predict the effect that the humidity will have on people.

UNITED STATES DROUGHT MONITOR MAP





AVERAGE ANNUAL TEMPERATURE



INTENSITY AND IMPACTS

- □ None
- D0 (Abnormally Dry)
- D1 (Moderate Drought)
- D2 (Severe Drought)
- D3 (Extreme Drought)
- D4 (Exceptional Drought)
- → Delineates dominant impacts
- S Short-Term limpacts, typically less than 6 months (e.g. agriculture, grasslands)
- L Long-Term impacts, typically greater than 6 months (e.g. hydrology, ecology)



A COMMUNITY OF CHOICE

Culture, Community and Entertainment

Las Vegas might be best known for the resort-hotels that make up the world-famous Las Vegas Strip, but to the 2.2 million people who call this community home, it is much, much more. The pages that follow highlight just a few of the natural and cultural amenities that make Southern Nevada special.

In addition to these local amenities, it is also worth noting that Clark County is also within driving distance of several national parks, including Grand Canyon, Zion, Joshua Tree, Bryce Canyon, Great Basin and Death Valley.













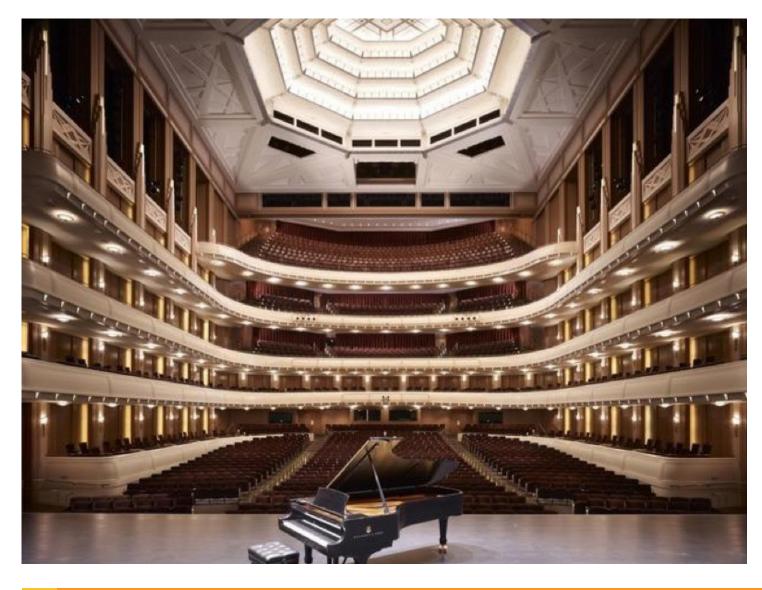




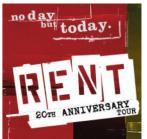




THE SMITH CENTER













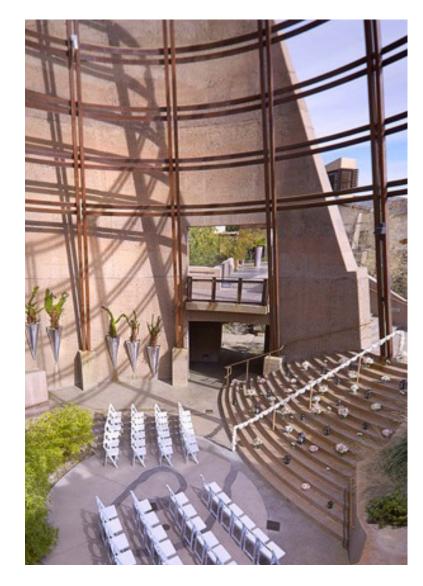








SPRINGS PRESERVE















DISCOVERY CHILDREN'S MUSEUM



The Discovery Children's Museum has become a hub of learning for the youth of Southern Nevada. The museum's mission is to provide a vibrant and engaging experience, through exhibits and programs, where children from economically and culturally diverse backgrounds actively participate in playful learning experiences that ignite a love of lifelong learning.











Henderson Symphony Orchestra

HENDERSON SYMPHONY ORCHESTRA





The orchestra is located in Henderson within Southern Nevada and has a thriving group of volunteer musicians, board members and donors. The orchestra has been a long-running success over its nearly three decades of operations.







Source: Henderson Symphony Orchestra



RED ROCK CANYON NATIONAL CONSERVATION AREA



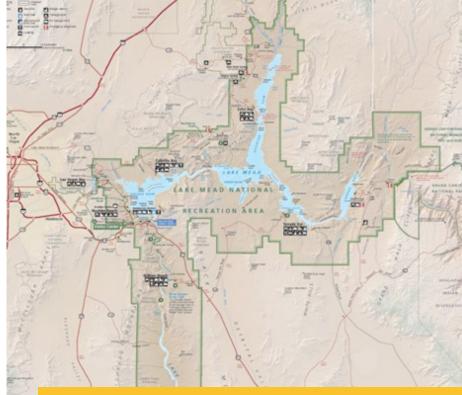






LAKE MEAD NATIONAL RECREATIONAL AREA



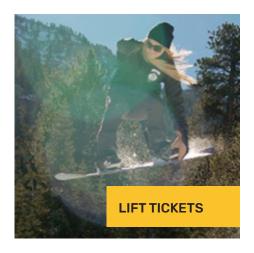


Local residents seek out Lake Mead for its recreation and beauty. Residents can boat, hike, cycle, camp and fish at America's most diverse national recreation area. With striking landscapes and brilliant blue waters, this year-round playground spreads across 1.5 million acres of mountains, canyons, valleys and two vast lakes. See the Hoover Dam from the waters of Lake Mead or Lake Mohave, or find solitude in one of the park's nine wilderness areas. Lake Mead is located minutes from the urban Las Vegas valley.

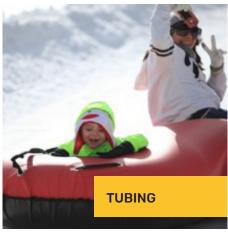


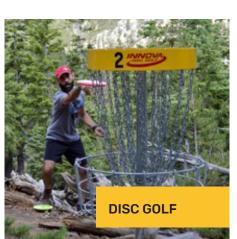


LEE CANYON SKI AND SNOWBOARD RESORT

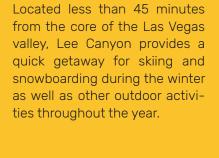




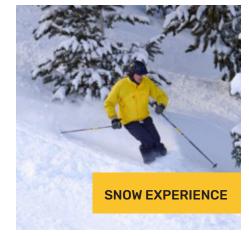














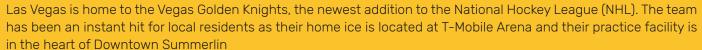


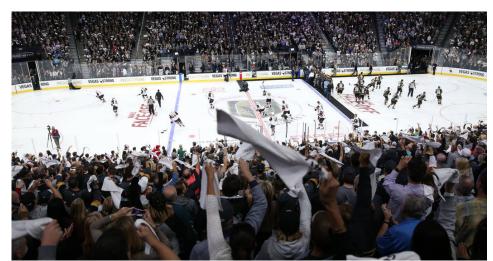




VEGAS GOLDEN KNIGHTS (NATIONAL HOCKEY LEAGUE)







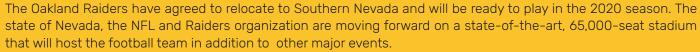






LAS VEGAS RAIDERS (NATIONAL FOOTBALL LEAGUE)





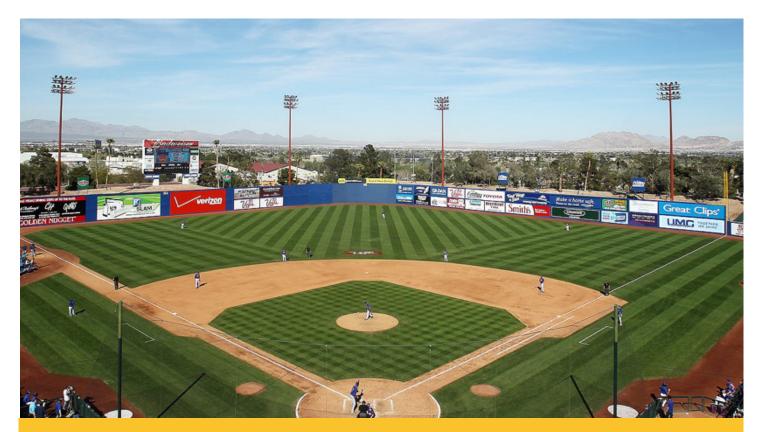


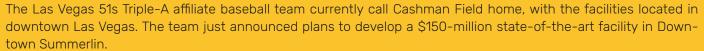






LAS VEGAS 51S BASEBALL





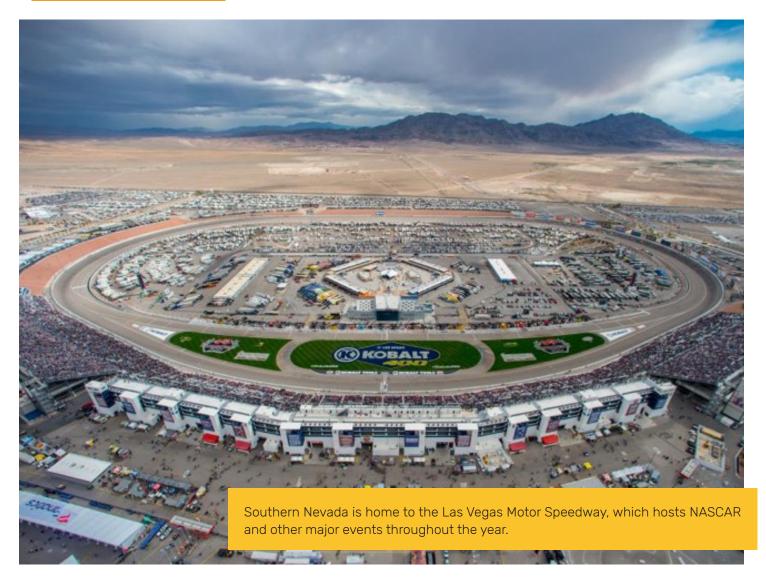








LAS VEGAS MOTOR SPEEDWAY









What Businesses are Saying About Southern Nevada



"Southern Nevada is very important to our national strategy, enabling our company to service a large region of the west coast with next day shipping. These abatements are critical to our expansion and will allow us to make further investment in our facility including the purchase of new equipment, hiring additional employees and locating our retail division headquarters in Nevada. We thank the Las Vegas Global Economic Alliance and the many regional partners that continue to support our growth."

LEE SKANDALARIS

President and CEO Tectonics



"We saw what was going on in Vegas. We could get anywhere from this airport (McCarran International Airport). We can get things done here, and the 24/7 culture around here is very conducive to start-up developers."

SAEED KARAMOOZ

President and CEO InfoSiftra



"The entrepreneurial spirit that built and drives Las Vegas infuses itself in every aspect of the business environment, government operations and our diverse workforce. Amazon in its culture encompasses this same spirit – what great partners we would be if they brought their headquarters to Las Vegas."

JAN JONES BLACKHURST

Executive Vice President, Public Policy and Corporate Responsibility Caesars Entertainment Corporation



HQ2.VEGAS

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NEVADA'S PROBUSINESS BONA FIDES: THE VALUE OF DIVERSITY AND INVESTMENT

STATE AND COMMUNITY RANKINGS

Probusiness Environment

THE RESULT: BUSINESSES ARE COMING TO SOUTHERN NEVADA

New Businesses in Southern Nevada

OVERVIEW OF NEVADA'S TAX STRUCTURE

Competitive Business and Resident Tax Structure

COST OF OPERATIONS

Comparative Cost Factors

AVAILABLE INCENTIVES

Abatements, Credits and Incentives



STATE AND COMMUNITY RANKINGS

Widely Recognized Probusiness Environment

MOST POLICY-FRIENDLY STATE TO ENTREPRENEURS



Source: SBE Council

Note: Based on 50 major government-imposed or government-related costs impacting small businesses and entrepreneurs. Policy-friendly states are defined as those states with lighter governmental burdens and better environments for entrepreneurship.

NO. 1 IN ECONOMIC GROWTH POTENTIAL

RANK	STATE
1	NEVADA
2	Utah
3	Georgia
4	Ohio
5	Florida

RANK	STATE
6	Texas
7	Minnesota
8	Oklahoma
9	N. Carolina
10	Colorado

Note: Based on a number of factors, including but not limited to, growth strategies, targeted incentives, workforce training initiatives, hightech sector development, support for innovation and startups and availability of low-cost energy.

Source: Business Facilities

MOST FAVORABLE TAX AND BUSINESS CLIMATE

For new corporate investment among western states

WESTERN STATES RANKING		븵
NEVADA	24%	ORAE
Utah	14%	A A A
Idaho	13%	4
Wyoming	13%	
Arizona	11%	
Washington	8%	
New Mexico	6%	
Montana	5%	T
Oregon	3%	E E
Colorado	2%	EAS
California	1%	T &

Source: The Boyd Co., Inc. 2016 Boyd Corporate Site Selection Leading Indicator Poll

Note: Results are based on responses from C-level and other senior executives in public and privately-held Western U.S. Fortune 1000 companies. Online poll asked: "Which of the following 11 western states has the most favorable tax and business climate for new corporate investment?"

TOP STATE TO DO BUSINESS WITH IN THE WESTERN UNITED STATES

Nevada also ranked 2nd in the U.S. for most favorable corporate tax environment

	TERN U.S. RANKING	NATIONAL RANKING
NEVADA	1	6
Arizona	2	9
Utah	3	12
Colorado	4	13
Idaho	5	18
Wyoming	6	24
Montana	7	26
New Mexico	8	30
Washington	9	39
Oregon	10	44
California	11	50

Source: Chief Executive

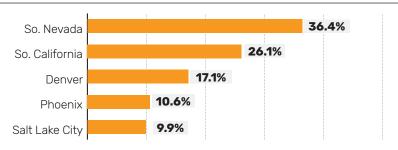


RISE OF THE GENERATIONS IN NEVADA

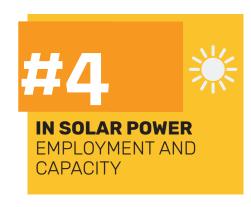
GENERATION	RANK (IN THE US)	CHANGE SINCE 2010	AGE
Millennials	8	+7.2%	17-36
Generation X	11	+1.9%	41-51
Baby Boomers	5	+1.6%	52-70
Greatest Generation	3	-21.7%	71+

SOURCE: Governing

HIGH QUALITY OF LIFE COMPARED TO NEARBY REGIONS



Source: LVGEA Competitiveness Survey





No. 1 in the U.S. for The American Dream Index

which measures change in economic health

Source: Forbes

NO. 1 IN U.S. FOR JOB CREATION INDEX

RANK	JOB CREATION INDEX (2016)	INDEX SCORE
1	NEVADA	+40
2	Utah	+38
3	Georgia	+37
4	Michigan	+37
5	Minnesota	+36
6	South Carolina	+36
7	Washington	+36
8	Wisconsin	+35
9	Arizona	+34
10	California	+34

Source: Gallup Daily

NEVADA'S MINIMUM WAGE RANKS FAVORABLY AMONG OTHER WESTERN STATES

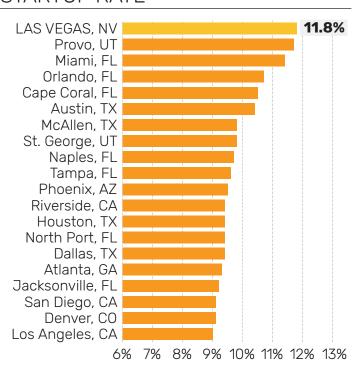
RANK	WESTERN STATES RANKING	MINIMUM WAGE
1	NEVADA ^[a]	\$7.25
2	Wyoming ^[b]	\$7.25
3	Utah	\$7.25
4	Idaho	\$7.25
5	New Mexico ^[c]	\$7.80
6	Montana ^[d]	\$8.15
7	Colorado	\$9.30
8	Oregon	\$9.75
9	Arizona	\$10.00
10	California ^[e]	\$10.50
11	Washington	\$11.00

Source: U.S. Department of Labor

Note: [a] Nevada's minimum wage is \$8.25 if no health insurance benefits are provided by the employer; if health insurance benefits are provided by the employer and received by the employee, the minimum wage is \$7.25. [b] The state minimum wage is lower than the federal minimum wage of \$7.25; as such, the federal wage applies. [c] New Mexico's minimum wage is \$8.80 if no health insurance benefits are provided by the employer. [d] In Montana, the minimum wage for a business with gross annual sales of over \$110,000 is \$8.15; businesses not covered by the Fair Labor Standards Act with gross annual sales of \$110,000 or less have a minimum wage of \$4.00. [e] In California, the minimum wage for businesses with 26 or more employees is \$10.50; businesses with fewer than 26 employees have a minimum wage of \$10.00.



LAS VEGAS RANKS NO. 1 IN THE U.S. FOR HIGHEST AVERAGE STARTUP RATE



Source: Economic Innovation Group

3,200 annual startups from 2010 to 2014

LAS VEGAS REPORTED SIGNIFICANT CREATIVE JOB GROWTH SINCE 2011

RANK	SELECTED MAJOR WESTERN MSAS	CREATIVE JOB GROWTH
1	Portland, OR	40.1%
2	Salt Lake City, UT	32.1%
3	Phoenix, AZ	25.0%
4	Denver, CO	18.2%
5	LAS VEGAS, NV	15.3%
6	Seattle, WA	14.8%
7	Sacramento, CA	8.5%
8	Riverside-San Bernardino, CA	7.5%
9	Los Angeles, CA	7.4%
10	San Francisco-Oakland, CA	5.7%
11	San Jose, CA	-0.9%
12	San Diego, CA	-4.0%
	·	

Sources: Garner Economics, Applied Analysis

Note: The sectors being considered as 'Creative Jobs' are motion pictures and video industries, specialized design services, performing arts companies, and independent artists, writers and performers.

Among major metro areas in

the western U.S., Las Vegas

ranked No. 5 in creative job growth from 2011 to 2016

LAS VEGAS EXPERIENCED THE 3RD FASTEST GEN. X POPULATION GROWTH IN THE U.S.

RANK	LOCATION	GEN X. POPULATION GROWTH
1	Austin, TX	44.9%
2	Raleigh, NC	40.1%
3	LAS VEGAS, NV	38.7%
4	Charlotte, NC	24.8%
5	Phoenix, AZ	24.8%
6	Orlando, FL	21.3%
7	Houston, TX	19.5%
8	Salt Lake City, UT	18.8%
9	Dallas, TX	17.6%
10	San Antonio, TX	17.4%

Source: Forbes

Note: Generation X persons are those between the ages of 35 and 49.

38.7% Gen. X Population Growth

(2000-2015) 48.6% above the national average

Millennials have replaced Baby Boomers

as the largest generation in the U.S.



PACIFIC REGION BUSINESS COST RANKINGS

RANK STATE 1 Kelowna, BC 2 Vancouver, BC 3 Boise, ID 4 Spokane, WA 5 Portland, OR 6 LAS VEGAS, NV 7 Sacramento, CA 8 Riverside, CA 9 San Diego, CA 10 Seattle, WA 11 San Jose, CA 12 San Diego, CA

Source: Competitive Alternatives

Note: National baseline is the average of the four largest US metro areas.

Las Vegas / Reno Ranks

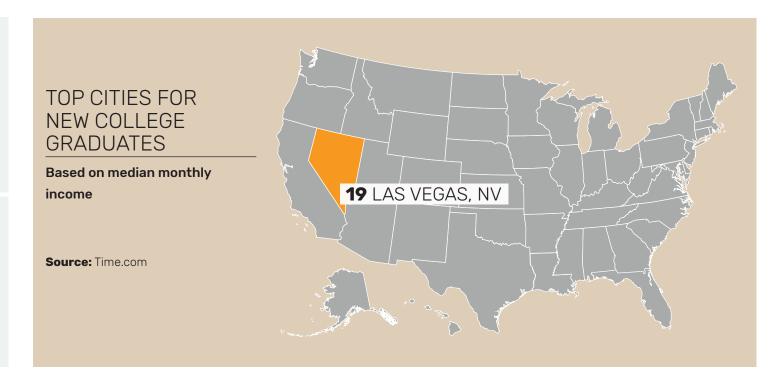
#8 Data Center Hub

Facilities

Las Vegas business costs are

2 percent below

the national baseline



LAS VEGAS IS AMONG THE BEST CITIES IN THE U.S. FOR GAMERS

OF THE 150 MOST POPULATED U.S. CITIES, LAS VEGAS RANKED 7TH OVERALL

Source: WalletHub *Tied with Orlando, FL



#1
Most videogame stores per
capita



#1
Most arcades
per capita*



#4
Gaming
environment



#12
Gamer &
developer
opportunities



THE RESULT: BUSINESSES ARE COMING TO SOUTHERN NEVADA

New Businesses in Southern Nevada











































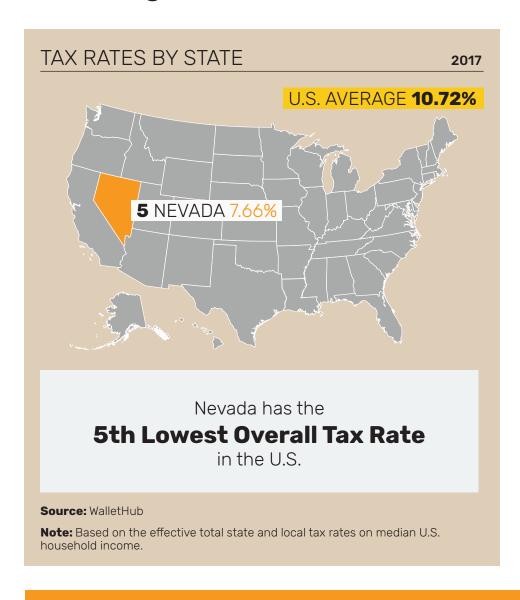
Southern Nevada has added roughly 10,000 new businesses since 2011. All of them have come because of what Nevada offers, including providing a stable, predictable and efficient business ecosystem. The regulatory environment is focused, thoughtful and designed to responsibly facilitate rather than inhibit business investment. Nevada's ability to partner with businesses resulted in Nevada receiving the Site Selectors Guild *Excellence in Economic Development* award in 2016. The award is based on mastery of process, ingenuity and creativity, going above and beyond, political acumen, staying power and personal and caring touch. It was the first time in the Guild's history that a state economic development organization was nominated by three Guild members for three separate projects.

Nevada has time and again demonstrated its ability to move at the speed of business. This includes helping companies navigate the state and local regulatory environment as well as working with businesses like Amazon on the policy initiatives that matter to them and their customers. Perhaps more important is what Nevada doesn't do. Nevada imposes relatively few regulations that interfere with business operations, including those that mandate employee leave, compensation and benefits. While Nevada certainly encourages both pro-business and pro-employee policies, the state has long held the belief that owners and operators know more about how to run their businesses that governments and that market-based competition leads to creative, sustainable and balanced strategies for businesses, their employees and their customers.



OVERVIEW OF NEVADA'S TAX STRUCTURE

Advantages of Nevada's Tax Structure



NEVADA'S TAX ADVANTAGES

Nevada is one of only seven states that does not have an individual income tax.

The low-tax climate in Nevada is one of the most-cited reasons to do business in the state. This tax structure also clearly distinguishes Nevada as providing a business environment very few states can match.

IN NEVADA THERE IS NO:

- Corporate Income Tax
- Personal Income Tax
- Unitary Tax
- Franchise Tax on Income
- Estate Tax
- Inheritance or Gift Tax

NEVADA PROVIDES:

- Competitive Property Tax Rates
- Competitive Sales Tax Rates
- Minimal Employer Payroll Tax

Nevada offers a very competitive cost of doing business and is attracting more and more companies each day from higher-cost regions. Nevada has:

- An abundance of economical commercial real estate
- Competitive utility rates for commercial operations
- Low-cost startup, regulatory, licensing and annual fees
- Proximity to West Coast/ California markets and businesses, reducing shipping and storage costs
- Excellent air cargo costs for shipping by air out of Nevada
- Excellent tax advantages



COST OF OPERATIONS

Las Vegas Region Leads Competitors in Lowest Annual High-Tech Operating Costs

ANNUAL HIGH-TECHNOLOGY OPERATING COSTS

LOCATION	TOTAL ANNUAL OPERATING COST
LAS VEGAS, NV	\$27.76 M
Houston, TX	\$28.58 M
Chicago, IL	\$32.56 M
Seattle, WA	\$32.94 M
Boston, MA	\$34.19 M
Washington, DC	\$35.41 M
San Francisco, CA	\$38.38 M

Source: The Boyd Co., Inc., Princeton, NJ.

Note: The seven cities analyzed are those housing large concentrations of corporate and entrepreneurial high technology investment and jobs. Total operating costs are based on a representative high technology center in the information sciences field employing 200 workers and occupying 100,000 SF of high tech office space.



COMPARATIVE ANNUAL CORPORATE TRAVEL COSTS

LOCATION	TRAVEL COST INDEX1	TOTAL ANNUAL COST ²
Jacksonville, FL	\$274.53	\$142,756
LAS VEGAS, NV	\$334.34	\$173,857
Denver, CO	\$355.03	\$184,616
Houston, TX	\$363.17	\$188,848
Minneapolis, MN	\$373.29	\$194,111
Philadelphia, PA	\$377.29	\$196,191
Washington, DC	\$411.10	\$213,772
Boston, MA	\$502.69	\$261,399
New York, NY	\$523.05	\$271,986
San Francisco, CA	\$547.34	\$284,617



Source: The Boyd Co., Inc., Princeton, NJ.

Note: ¹Reflects on-site cost structures typically incurred by corporate travelers, such as business traveler lodging, meals, rental car, local transit and other incidental costs. ²Total annual costs are based on an average of 10 billable per diem travel days per week in each of the surveyed cities.



WESTERN MARKET OUTBOUND SHIPPING COSTS

	ANNUAL —	ORIGINATING CITY OF SHIPMENT						
DESTINATION CITY	SHIPMENTS (1,000 LBS.)	DALLAS/ FT. WORTH, TX	DENVER/ BOULDER, CO	ALBUQUERQUE/ RIO RANCHO, NM	SALT LAKE CITY, UT	TUCSON, AZ	PHOENIX/ MESA, AZ	LAS VEGAS, NV
Riverside, CA	7,800	\$854,973	\$628,811	\$482,518	\$418,354	\$276,550	\$202,119	\$150,145
Los Angeles, CA	7,800	\$889,608	\$651,272	\$504,975	\$440,811	\$311,199	\$236,768	\$172,603
San Diego, CA	7,800	\$858,181	\$691,053	\$517,167	\$480,593	\$261,150	\$225,858	\$212,386
San Francisco, CA	7,800	\$1,108,323	\$774,468	\$697,470	\$472,253	\$553,739	\$479,952	\$366,379
Seattle, WA	5,200	\$885,895	\$551,144	\$608,350	\$353,055	\$654,457	\$604,933	\$473,018
Denver, CO	5,200	\$334,785	\$4,268	\$177,596	\$208,334	\$361,595	\$335,127	\$318,477
Phoenix, AZ	5,200	\$436,938	\$335,127	\$194,245	\$274,934	\$49,523	\$4,268	\$131,062
Albuquerque, NM	5,200	\$275,125	\$177,596	\$4,268	\$255,294	\$208,334	\$194,245	\$254,867
Salt Lake City, UT	5,200	\$530,936	\$208,334	\$255,294	\$4,268	\$324,027	\$274,934	\$178,450
LAS VEGAS, NV	5,200	\$530,506	\$318,477	\$254,012	\$178,450	\$180,584	\$131,062	\$4,268
TOTAL	62,400	\$6,705,270	\$4,340,550	\$3,695,895	\$3,086,346	\$3,181,158	\$2,689,266	\$2,261,655





Source: The Boyd Co., Inc., Princeton, NJ.

Note: Annual charges reflect truckload lots of 30,000 lbs. using private over-theroad carrier to each city location. Projected charges are based on an estimated \$2.54 per mile, which includes cost factors such as labor, fuel surcharges, maintenance, insurance certificates, operating rights and empty backhaul considerations.

Destinations reflect regional population centers of the 11 Western States Market. Shipments to market-leader California account for approximately 50 percent of total shipments.



ELECTRIC POWER COST COMPARISONS AMONG MAJOR WESTERN CITIES

PROVIDER	COMMERCIAL	INDUSTRIAL	RESIDENTIAL
San Diego Gas & Electric	19.62	16.22	20.72
PG&E (San Jose)	19.50	15.65	19.94
Southern California Edison	13.37	9.30	15.84
LA Dept. of Water & Power	14.65	13.50	15.26
Arizona Public Service	11.27	8.39	13.11
NV ENERGY	8.55	7.08	11.76

Source: NV Energy.

Note: Twelve months ended December 2016. Form EIA-826 detailed data - Sales and revenue at www.eia.gov/electricity.

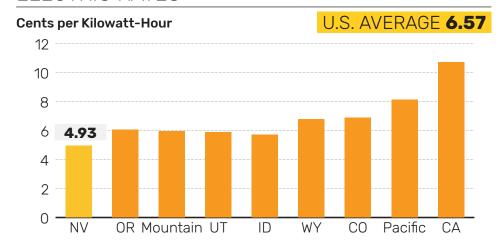


Southern Nevada's Average

Electric Power Costs are Significantly Lower

Compared to Those in Southern California

NEVADA OFFERS COMPETITIVE INDUSTRIAL **ELECTRIC RATES**



Source: NV Energy

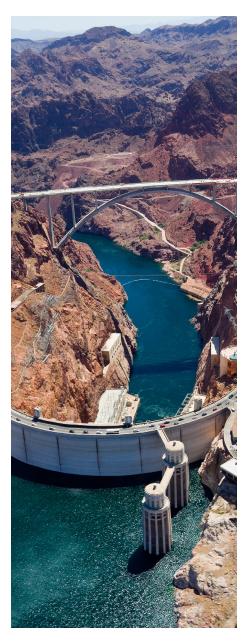
Note: Figures do not include taxes. Nevada numbers do not include franchise taxes, or UEC. The REPR, TRED, and EE rates are included. Charts represent rates charged through September 2016 as reported by the U.S. Energy Information Administration and should not be used to determine costs for a specific project or client.

AVG. MONTHLY RESIDENTIAL UTILITY COSTS

SOURCE	MAJOR PROVIDERS	AVG. COST
Electric Power	NV Energy	\$117.60
Natural Gas	Southwest Gas Corporation	\$42.84
Sewer	Clark County Water Reclamation District	\$19.75
Solid Waste Disposal	Republic Services of Southern Nevada	\$14.34
Water	Las Vegas Valley Water District	\$48.70

Source: Individual entities

Note: Includes service charge.





AVAILABLE INCENTIVES

Business Assistance Programs

Nevada's state and local governments provide a variety of incentives to help qualifying companies make the decision to do business in the region, including sales tax abatements on capital equipment purchases, sales and use tax deferral on capital equipment purchases, abatements on personal and modified business taxes, real property tax abatements for recycling, assistance with the cost of intellectual property development, and employee training grants. Each of these programs is briefly summarized below.

SALES AND USE TAX ABATEMENT

Sales and use tax abatement on qualified capital equipment purchases, with reductions in the rate to as low as 2 percent for a two-year period.

MODIFIED BUSINESS TAX ABATEMENT

An abatement of 50 percent of the 1.475 percent rate on quarterly wages exceeding \$50,000 for a four-year period.

PERSONAL PROPERTY TAX ABATEMENT

An abatement on personal property taxes not to exceed 50 percent over a maximum of 10 years.

DATA CENTER ABATEMENT

Providing an abatement of up to 75 percent on personal property taxes and a reduction of sales and use tax to a rate of 2 percent for a 10- or 20-year period.

REAL PROPERTY TAX ABATEMENT FOR RECYCLING

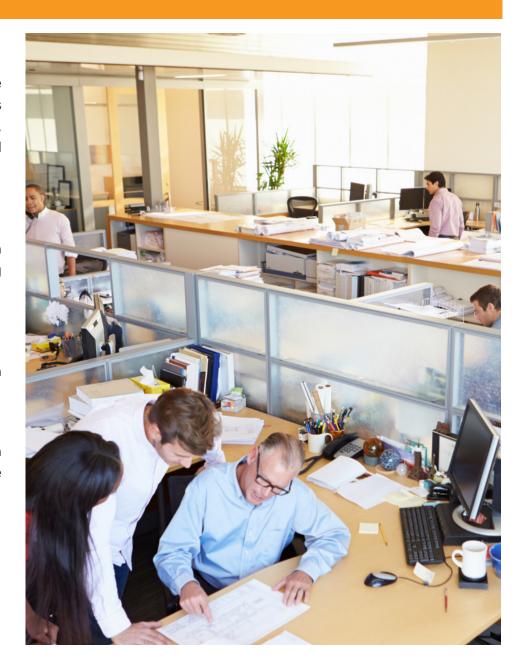
Up to 50 percent abatement for up to 10 years on real and personal property for qualified recycling businesses.

SILVER STATE WORKS EMPLOYEE HIRING INCENTIVE

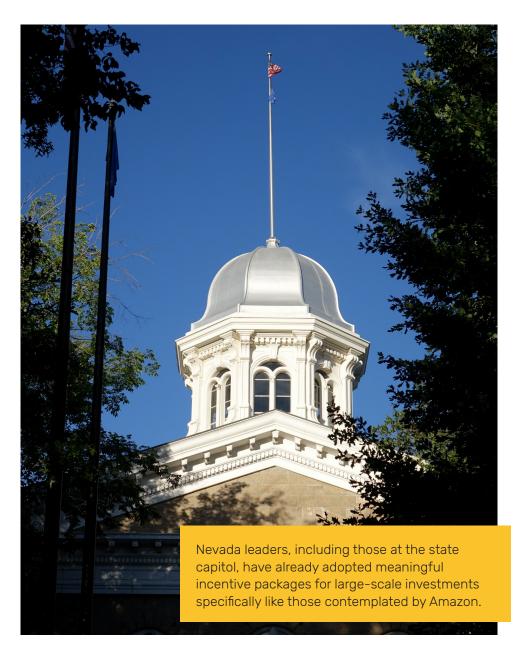
Employers can receive as much as \$2,000 for each state-qualified employee hired.

AVIATION PARTS ABATEMENT

Providing an abatement of up to 50 percent on personal property and a reduction of sales and use tax to a rate of 2 percent for a 20-year period.







\$800 Million Incentive Package

Any discussion about tax incentives must start with Nevada's probusiness tax structure and strong incentive programs. While a number of assistance programs described on the previous page provides incentives for businesses generally, there are a number of specific incentives available to companies making large-scale investments in Nevada.



Property Tax Abatements

A 100-percent abatement of real and personal property tax for 10 years



Sales and Use Tax **Abatements**

Exempt from sales tax for investment at the property site for 20 years



Payroll Tax Abatements

A 100-percent abatement of payroll tax for 10 years



Site-Specific Abatements

Some of the provided project locations also have site-specific abatements and incentives, which include:

- Reduced cost of land acquisition
- Shortened entitlement and permitting timelines
- Offsetting infrastructure requirements



Data Center Abatements

Nevada has a substantial data center tax abatement program in place that may provide additional incentives

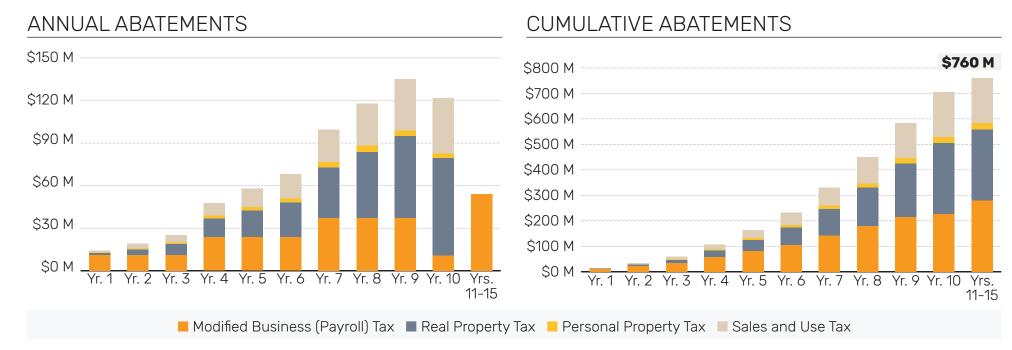


Employee Hiring Incentives

Access Nevada's WINN (Workforce Innovations for the New Nevada) program and other state and local infrastructure for employee recruiting, training and hiring abatement of payroll tax for 10 years



Abatement and Tax Credit Calculations





HOW THEY WORK:

- · Allocations cannot exceed \$7.6 million per year
- Approvals are currently valid through FY 2025
- Allocations are performance-based, up to \$9,500 per job for up to 4,000 jobs
- Tax credits are allocated upon request after an annual third-party audit to validate hiring requirements
- Tax credits are valid for four years after issuance and can be transferred one time

Legislation already exists to access incentives for large-scale projects such as the HQ2 investment contemplated by Amazon. The largest sources of incentives are focused on abatements for sales taxes, property taxes (personal and real), and Nevada's modified business (payroll) tax. Based on a 15-year build-out time horizon, the identified tax abatements are estimated to reach approximately \$760 million. It is important to note these abatements are available as quickly as investments are made by Amazon, as Nevada law has already established an incentive program for companies that invest a minimum of \$3.5 billion. In addition to the identified abatements that this project qualifies for, other incentives would be dependent on the location of the project. The combined value of abatements and transferable tax credits equates to \$800 million in incentives.



What Businesses are Saying About Southern Nevada



"After examining multiple locations throughout the western states, we chose Nevada not only because of the economic incentives offered, but because of the overall pro-business climate of the state."

RAYUDU DHANANJAYA

President and CEO Stixis Technologies

"Our unique up-skilling and training strategy, coupled by our recognized thought leadership, will enable the company to hire and train local Southern Nevadans to provide advanced technology services to the global clients in some of the leading disruptive platforms."

BHAVYESH VIRANI

Partner and Chief Innovation Officer Stixis Technologies



"Las Vegas is a hotspot of innovation. As the home to Switch, a global technology infrastructure company comprised of hyperscale data centers enabling the most powerful technology ecosystem on the planet, Las Vegas is well-positioned to be a catalyst for the most advanced smart city technology."

ADAM KRAMER

Executive Vice President of Strategy Switch



"Southern Nevada provided the right fit for our expansion on every dimension: strategic geography, a strong labor pool, and long-term growth opportunity. The friendly business climate of Nevada helped make our site selection decision that much easier."

ANTHONY TURANO

Director of Administration Turano Baking Company



HQ2 SITE OPTIONS: TRANSFORMATIONAL INTEGRATION

REGIONAL MAP OF SITE OPTIONS

DOWNTOWN LAS VEGAS SITE OPTION

SUMMERLIN WEST SITE OPTION

WEST HENDERSON SITE OPTION

NORTH LAS VEGAS SITE OPTION

RAINBOW BELTWAY CENTER SITE OPTION

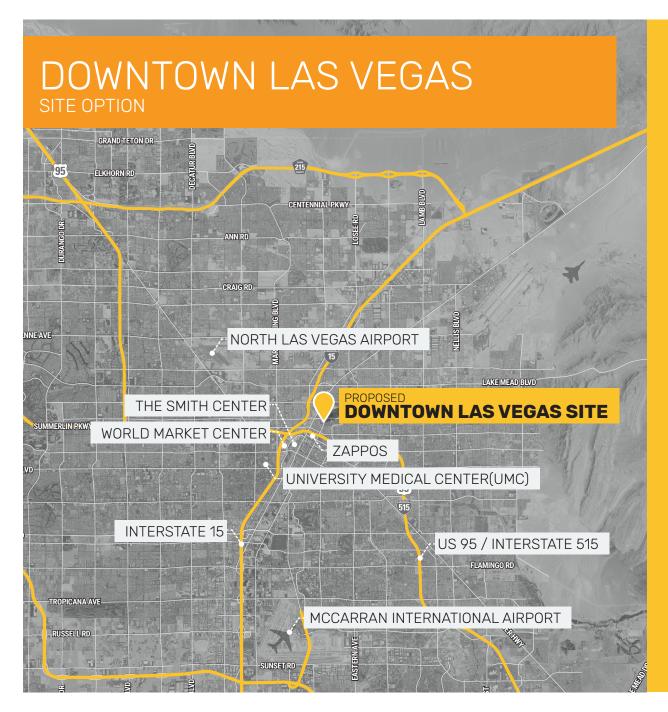


REGIONAL MAP OF SITE OPTIONS



Southern Nevada has identified five sites that meet Amazon's HQ2 requirements. Each site has unique attributes that provide opportunities for Amazon to achieve its business and community objectives





NAME

Cashman Center Assemblage

ACQUISITION COST

No Cost, Subject to Amazon Meeting Mutually Agreeable Performance Criteria

ACREAGE

84.4 Acres (Expandable To 144 Acres)

BUILDINGS (IF ANY)

CASHMAN CENTER

- 98,100 SF Exhibit Space
- 1,898 Seat State-Of-The-Art Theater
- 2,500 Parking Spaces

LIBRARY

• 111,400 SF

REED WHIPPLE CENTER

• 32.510 SF

OWNERSHIP

City of Las Vegas

ZONING

LAND USE: Public Facilities

ZONING: Civic Summary

RESTRICTIONS: None

Note: May be rezoned to commercial or mixed-use with support from City of Las Vegas.

UTILITIES

POWER: NV Energy and Renewable

WATER: Las Vegas Valley Water District

SEWER: City of Las Vegas

NATURAL GAS: Southwest Gas

COMMUNICATIONS/FIBER: Multiple

Available

CELLULAR PHONE COVERAGE: Verizon,

AT&T, T-Mobile and Sprint

TRANSPORTATION, CONNECTIVITY **AND ACCESSIBILITY**

Distance to Major Roadways/Highways

- 0.5 Miles to Interstate 15
- 0.3 Miles to U.S. Highway 95

Future Onsite Transit Hub, Bike Lanes, Light Rail

PROXIMITY TO MCCARRAN INTERNATIONAL AIRPORT

15-20 Minutes

OTHER NOTABLE ATTRIBUTES

See Summary On Following Pages



Downtown Las Vegas

Site Overview

The Downtown Las Vegas HQ2 site is uniquely situated at the geographic and transportation center of the Las Vegas metropolitan area. This site will serve as an ideal urban headquarters location and is located near Amazon's Zappos Headquarters. The City of Las Vegas envisions this downtown campus location to become a "City as a Service" (CaaS) for Amazon and features the following:

- Site is located at the epicenter of the Las Vegas valley adjacent to I-15 and US-95/515 and is serviced by four existing, full-service interchanges, which provide diverse travel options. It offers a commute time about 30 minutes to the entire metropolitan area, sits along the future I-11 corridor, is only 15 minutes to the international airport, and can accommodate a buildout similar to that of Amazon's urban Seattle campus.
- The site also benefits from nearly \$2.5 billion in recently completed, under construction or planned transportation infrastructure on the connecting roadways that serve the site, including two additional full-service interchanges.
- The 84-acre campus site is city-owned, features 91 acres including

COLLABORATION CAMPUS AERIAL VIEW



Zappos HQ, and is expandable to a 144-acre urban downtown campus utilizing the land holdings of Downtown Project, a venture of Zappos CEO Tony Hsieh. The existing Zappos Headquarters campus could also help Amazon launch faster by offsetting some Phase 1 building requirements.

- · Amazon would not need to build ancillary space as Downtown Las Vegas already has more than 50 restaurants and a dozen full-service hotels within walking distance of the site.
- · The downtown area is very accessible with a Walk Score of 84, a Bike Score of 82 and a Transit Score of 71. Additionally, the site will have its own transit hub and light rail access on a planned route connecting the site, downtown, the resort corridor, the UNLV School of Medicine, UNLV's main campus, and McCarran International Airport.
- · High-speed fiber connectivity to the Switch SuperLoop, provides a secure 1 terabyte connection among technology centers in Las Vegas, the San Francisco Bay Area, Los Angeles and Reno.



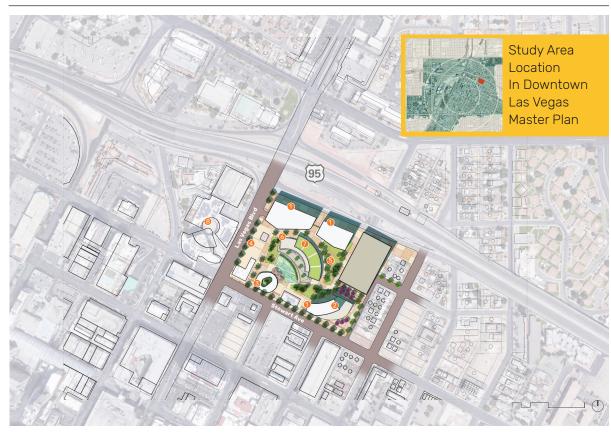
COLLABORATION CAMPUS PLAN



- 1 Tech Office Gateway Towers
- 2 Mixed-Use Retail Promenade
- 3 Cultural Venue
- 4 Transit Center Arrival Plaza
- 5 Outdoor Dining / Cafe
- 6 Bike Station

- Theater / Auditorium
- 8 Fitness / Rec Center
- Multi-Function Canopy
- 4 Amazon Food Hall
- 11 R+D Showcase Plaza and Ground Floor Showrooms
- 12 Hotel + Conference Center

INNOVATION HUB PLAN



- 1 Long-Term Tech Office
- 2 Ground Floor Co-Working Space / Business Incubator
- 3 Amazon Bookstore / Product Showcase
- 4 'Amazon Experience' Plaza: Iconic Outdoor Promotional Space for Rideshare Pickup, Rotating Displays for Integrated Urban Living through Amazon Products and Services

- 6 Employee Collaboration Quads
- Output
 Urban Recreation Terrace
- Featured Amazon R+D Space / Hackathon Venue
- 8 Zappos Headquarters

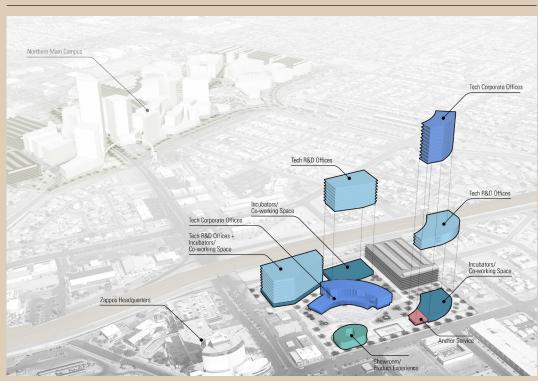


The Downtown Las Vegas site will feature the following:

PROGRAM HIGHLIGHTS + LAND USES: **COLLABORATION CAMPUS**



PROGRAM HIGHLIGHTS + LAND USES: **INNOVATION HUB**







H02: OVERALL VIEW



PLAZA APPROACH: INNOVATION HUB

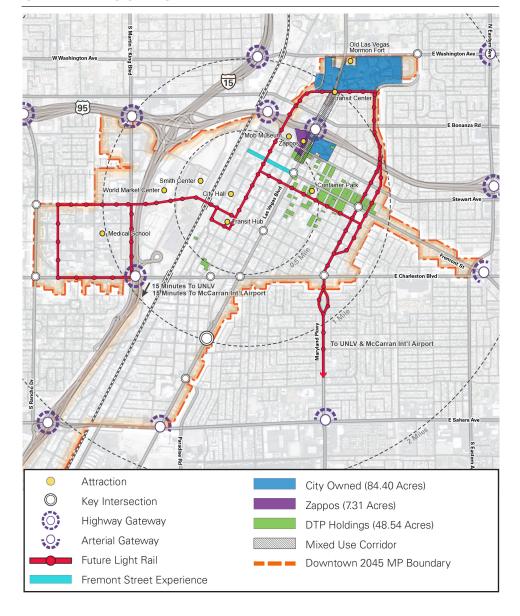


What Makes This Site Special?

- The City of Las Vegas is 100 percent net zero, the first large U.S. city to achieve such status. We value renewable energy and will work with Amazon as a partner to achieve net zero for its corporate campus.
- Digital connection to the City of Las Vegas-sponsored Downtown Innovation Center, a physical location in the heart of the Las Vegas Innovation District to showcase Smart City technologies from all over the world in real world applications, including live mixed traffic flows of autonomous systems, IoT, grid and stand-alone solutions. Existing partnerships with numerous corporate and small businesses are opportunities for Amazon to leverage and expand its offerings.
- New certification training through the University of Phoenix's Red Flint Innovation Center and the Tech Impact's Training Center.
- A very diverse and inclusive community. The City of Las Vegas experienced a score of 100 on the Human Rights Campaign Index.
- The region welcomes major technology showcases. Not only does this provide an ample flow of high-tech talent, it also supports numerous new businesses and technologies including eSports operations (Amazon Twitch), autonomous/UAV systems, smart cities technologies, renewable energy and next generation battery technologies.
- · Amenities nearby include shopping, dining, arts and culture, music and sporting events, and outdoor recreation at numerous venues including the Smith Center for Performing Arts, Neon and Mob museums, Vegas Golden Knights (NHL), Las Vegas Raiders (NFL 2020), Las Vegas Lights FC (USL), Lake Mead National Recreation Area, Mt. Charleston, Red Rock Canyon National Conservation Area, and events like Electric Daisy Carnival (EDC), Life Is Beautiful and Santa Run.
- The City of Las Vegas is a leader in UAV/UAS autonomous testing and deployment. Nevada was one of only six FAA-designated national testing areas, and the City of Las Vegas is home to one of the highest concentrations of unmanned systems expertise in the world - both military and civilian. The city has already available land to support current and future deployment and systems testing within city limits and would support Amazon's efforts in these areas.



URBAN ASSETS



TRANSIT CENTER GATEWAY **COLLABORATION CAMPUS**



This campus development integrates and benefits from the Downtown 2045 Master Plan (MP) Boundary (orange). The 2045 Master Plan provides a vision for long-term urban sustainability and focuses infrastructure and community investment in key economic growth hubs - one of which is the HO2 site. Downtown Las Vegas is a historic and iconic landmark. HQ2 would be well positioned as a corporate headquarters. Amazon will be able to capture the energy of Las Vegas.

LAS VEGAS BLVD GATEWAY **COLLABORATION CAMPUS**





AMAZON CAMPUS PROGRAMMING ESTIMATES

PROGRAM	BUILDING AREA (GSF)	# OF UNITS	UNIT SIZE
AMAZON R&D OFFICE, ADMIN, TRAINING, ETC.	7,597,200	Ę	50,000 employee campus
Tech Corporate/R&D Offices	7,292,900		145 gsf/employee
Incubator Offices	82,600		
R&D Lab	117,100		
Showroom/Product Experience	52,800		
Ballroom/Auditorium	51,800		750 Seats
RETAIL/SERVICE	89,800	11	
Amazon Fitness Center	47,800	1	40,000 gsf/unit
Convenience/Service (Public)	6,000	6	1,000 gsf/unit
Anchor Convenience/Service (Public)	8,700	3	2,500 gsf/unit
Grocery (Public)	27,300	1	25,000 gsf/unit
RESTAURANTS	55,400	10	
Amazon Food Hall	37,400	2	15,000 gsf/unit
Food + Beverage (Public)	5,900	6	1,000 gsf/unit
Anchor Restaurants (Public)	12,100	2	6,500 gsf/unit
HOTEL + CONFERENCE CENTER	330,600	1	
Business Hotel + Support Facilities	250,700	330	1,000 gsf / key
Convention Center	79,900		
TOTAL DEVELOPMENT	8,073,000	GSF	

PARKING DEMAND

USE TYPE	# OF STALLS NEEDED		PARKING RATIO
R&D Tech Office & Supportive Uses	25,000		0.5 stalls per employee on-site with transit use factor
Retail/Service*	126		3 stalls per 1,000 gsf
Restaurants*	90		5 stalls per 1,000 gsf
Hotel + Conference Center	330		1 stall per key
TOTAL ESTIMATED PARKING SPACE DEMAND	25,546	GSF	

^{*}Consider parking demand for retail/service and restaurants of pubic use

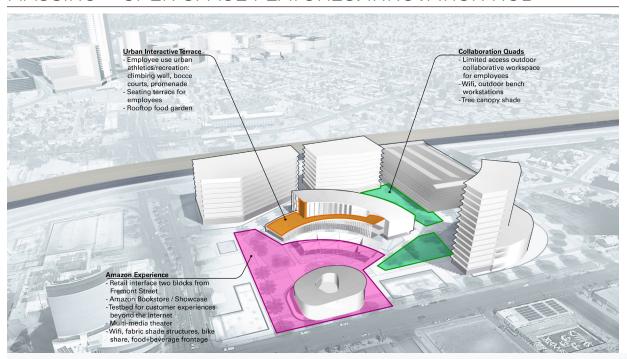
PARKING SUPPLY

PARKING FACILITIES	GSF (SF)		SPACES PROVIDED (EST.)
Structured Parking (On-Site)	6,398,100		19,686
Structured Parking (Adjacent)	560,000		1,723
Underground Parking	1,404,100		4,320
TOTAL ESTIMATED PARKING SPACE SUPPLY	8,362,200	GSF	25,729

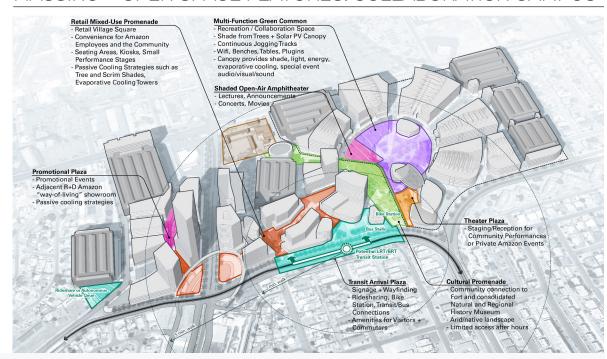
^{*}Assume 325 gsf of parking per stall



MASSING + OPEN SPACE FEATURES: INNOVATION HUB



MASSING + OPEN SPACE FEATURES: COLLABORATION CAMPUS



■ Promotional / Event Facilities ■ Outdoor Collaboration Gardens ■ Urban Interactive Terrace Community / Cultural Promenade ■ Old Las Vegas Mormon Fort ■ Green Common + Working Landscape ■ Retail Mixed-Use Promenade ■ Transit Center / Multi-Modal Facility ■ Shared-Use Theater Plaza ••••• Secured Campus Boundary (Limited Access)

Phasing Concept

HQ2 development would begin at the intersection of Las Vegas Boulevard and a proposed Cashman Way extension. This forms a recognizable gateway into a mixed-use retail promenade. Following that, outward growth would continue to the west, across Las Vegas Boulevard, and to the north with an on-site business hotel. Phase 3 would build up and integrate the current Cashman field baseball stadium and exhibition hall (hatched) while replacing its theater with a state of-the-art auditorium at Maryland Parkway. A segment of the elliptical green-common would serve as an approach space to the stadium while Amazon employees could enjoy games and performances. Phase 4 would complete the development on both campuses.



ICONIC VALUE AT EVERY PHASE



DEVELOPMENT YIELD BY PHASE

PHASE	APPROX. LAND AREA (SF)	GSF (SF)
Phase 1	371,400	947,100
Phase 2	636,000	1,859,800
Phase 3	1,230,900	2,329,000
Phase 4	1,568,800	2,937,100
TOTAL DEVELOPMENT	3,807,100	8,073,000
Site Land Area:	87.4 ac	
Avg. Gross FAR:	2.12	

PARKING SUPPLY BY PHASE

PHASE	SPACES PROVIDED (EST.)	GSF
Phase 1	2,898	941,800
Phase 2	6,790	2,206,600
Phase 3	8,240	2,678,100
Phase 4	7,802	2,535,700
TOTAL PARKING FACILITIES	25,730	8,362,200





NAME

Summerlin West

ACQUISITION COST

ACREAGE

±100 Acres

BUILDINGS (IF ANY)

None

OWNERSHIP

The Howard Hughes Corporation

ZONING

PC (Planned Community) District; TC (Town Center) and/or EC (Employment Center) Land Use Designation

UTILITIES

All Utilities are Currently in Design for This Area

TRANSPORTATION, CONNECTIVITY **AND ACCESSIBILITY**

- · Adjacent to the 215 Beltway and Summerlin Parkway Interchange
- Transit Routes to be Determined
- · Adjacent to Existing Regional Bike Trail Along the 215 Beltway, Pedestrian Trail System will be Built and Connect to More Than 150 Miles of Existing Trails

PROXIMITY TO POPULATION CENTERS

- 7 Minutes, 4 Miles to Downtown Summerlin
- 20 Minutes, 15 Miles to Downtown Las Vegas and Las Vegas Boulevard

PROXIMITY TO MCCARRAN INTERNATIONAL AIRPORT

20 Minutes

OTHER NOTABLE ATTRIBUTES:

See Summary On Following Pages





Summerlin West

CONCEPTUAL CAMPUS AERIAL VIEW

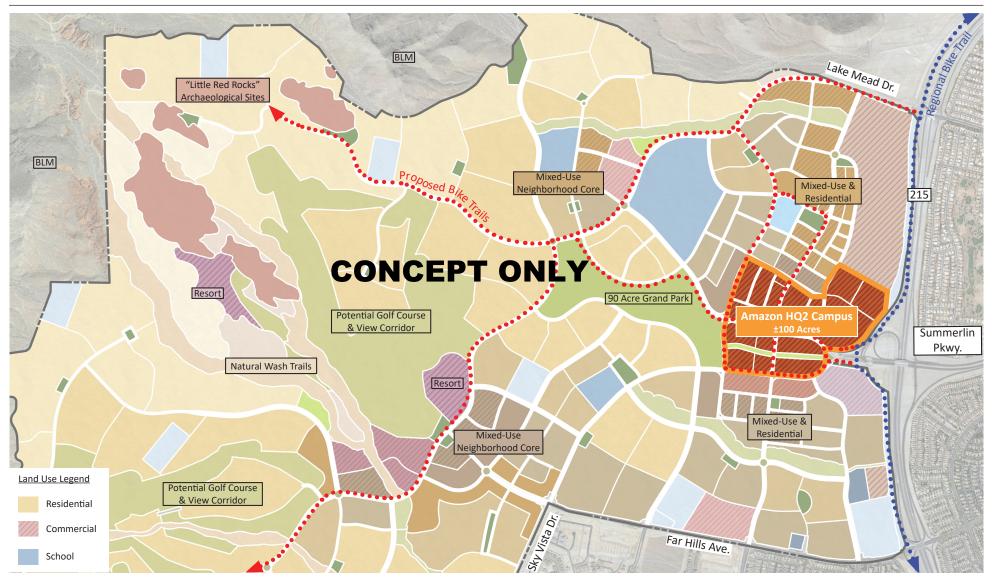


Site Overview

The proposed 100-acre site for the HQ2 campus is envisioned as the commercial core of a mixed-use district that will function as the primary gateway to Summerlin West and 5,000 acres of undeveloped land adjoining the Red Rock Canyon National Conservation Area. Its location west of the 215 Beltway and by the Summerlin Parkway allows for easy access to Downtown Summerlin, McCarran International Airport, the University of Nevada, Las Vegas, the Las Vegas Strip and the Lake Mead National Recreation Area. It is also minutes away from over 300 square miles of nationally protected land that comprise the Red Rock Canyon National Conservation Area visited by millions each year for hiking, cycling and rock climbing. Situated at an elevation 1,500 feet above the broader valley, this site provides commanding views of the Las Vegas valley to the east and sweeping views of the Red Rock mountain range to the west.



CAMPUS PLAN AND LAND USE



As an integral component of Summerlin West, the Amazon HQ2 campus would be the perfect compliment to a community lifestyle in one of the nation's most successful master-planned communities. The mixed-use district surrounding Amazon's campus is designed to appeal to a broad range of business and residential users seeking an urban, walkable environment, iconic architecture, activity-rich streets, and a mix of uses that support a vibrant and progressive community culture. Adding to the excitement of this area is a unique opportunity to collaborate on a 90-acre central park adjacent to the proposed HQ2 campus and create an open space experience that can drive innovation and community enrichment.



What Makes This Site Special?

SUMMERLIN IS HOME TO:

- More than 235 neighborhood parks and 20 regional parks
- 25 of the best public and nationally recognized private schools in the Las Vegas Valley
- 4 higher education universities/institutes
- 14 houses of worship
- 150+ miles of an award-winning trail system
- 10 golf courses two Tournament Players Club courses
- Nevada Ballet Theatre
- 3 resorts-more than 1.400 hotel rooms
- State-of-the-art medical center and hospital
- More than 3 million square feet of services and retail
- · Higher elevations affording cooler temperatures of 5-10 degrees

DOWNTOWN SUMMERLIN

- More than 30 restaurants and eateries
- 125 retailers
- Entertainment
- · Vegas Golden Knights training facility
- Future home to the Las Vegas AAA baseball team

SUMMERLIN BORDERS THE RED ROCK NATIONAL **CONSERVATION AREA**

200,000 acres of federally protected land creating a

- breathtaking backdrop
- · 2,000 climbing routes, earning Red Rock the distinction as one of the top-five climbing destinations in the country
- More than a dozen hiking trails for all skill levels including adventurous outings with double-digit mileage and 1,000 feet of elevation gain
- 13-mile paved scenic loop for runners and cyclist

HOUSING OPPORTUNITIES IN SUMMERLIN

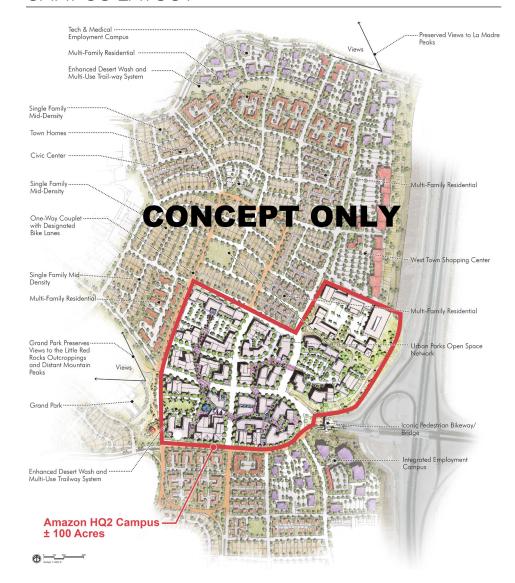
- Over 30 actively selling neighborhoods, in six villages and among 11 homebuilders
- Home prices range from \$280,000 to more than \$3 million and range in size from 852 square feet to over 5,000 square feet





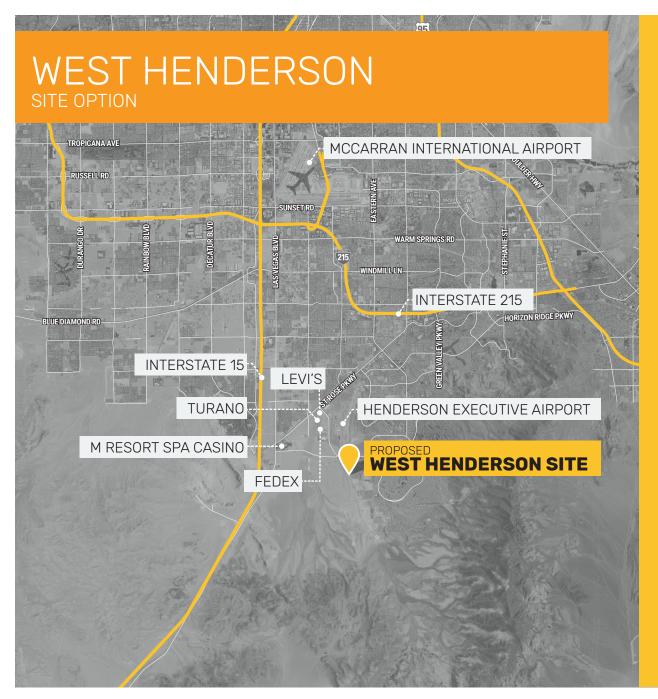


CONCEPTUAL SUMMERLIN WEST CAMPUS LAYOUT









NAME:

West Henderson

ACQUISITION COST:

FMV (Estimated at \$110,000 per Acre Prior to Any Contributions or Incentives)

ACREAGE:

± 350 Acres

BUILDINGS (IF ANY):

Greenfield Opportunity

OWNERSHIP:

City of Henderson

ZONING:

Business Industrial (BI); Flexibility of a Master Plan Land Use Designation

UTILITIES:

POWER: Access to Several Service Points Including Two Substations Within a Three-Mile Radius

WATER: Existing 42" Diameter Water Main with 5.0 MGD Available Capacity

SEWER: Existing 27" Diameter Sewer Main With 3.3. MGD Available Capacity

NATURAL GAS: 6" Steel Medium Pressure Gas Main Available

COMMUNICATION/FIBER: Conduit

Available

CELLULAR PHONE COVERAGE: 4G Service From AT&T, Verizon, T-Mobile and Sprint

TRANSPORTATION, CONNECTIVITY AND ACCESSIBILITY:

Within 2 miles of Major Roadways, Highways and Interchanges

PROXIMITY TO MCCARRAN INTERNATIONAL AIRPORT:

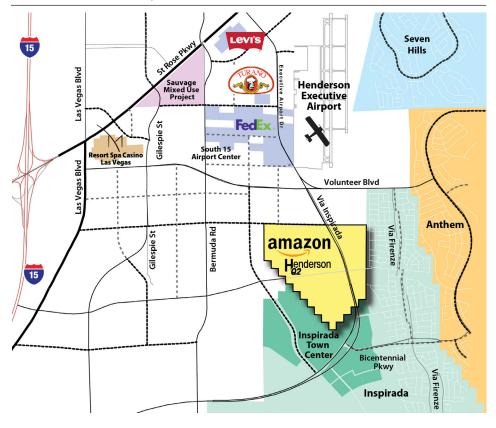
10 Minutes; Site is Also Adjacent to Henderson Executive Airport

OTHER NOTABLE ATTRIBUTES:

- Top 5 Safest Cities in America (Movato Real Estate Blog)
- Top 10 Most Appealing Cities in the Nation (Vocativ)
- National Gold Medal Award for Park & Recreation Management
- Bicycle Friendly Community Bronze Award by League of American Bicyclists



PROPOSED HQ2 LOCATION



West Henderson

Site Overview

The proposed site encompasses more than 350 acres of greenfield land currently controlled by the City of Henderson and is part of a larger planned area known as West Henderson. The site could become a key employment center that embraces the community values of providing opportunities for well-paying jobs, sustainable development and a commitment to maintaining a probusiness partnership between the city and private business interests.

The West Henderson site is well-positioned to accommodate a corporate campus with the delivery of all the required utilities, access to a variety of transportation modes, an array of housing and recreational options, and the availability of highly-rated health care and educational institutions. The city is also committed to fostering an environment of innovation through business recruitment and retention policies.







UNDER DEVELOPMENT: SAUVAGE MIXED-USE PROJECT



PROPOSED HQ2 VISUALIZATION



Environmental Stewardship

The City of Henderson has earned the prestigious Platinum Peak Performance Award from the National Association of Clean Water Agencies for 13 years in a row in recognition of complete and consistent National Pollutant Discharge Elimination System permit compliance. The city also received the Sustainable Water Utility Management Award from the Association of Metropolitan Water Agencies in which recipients achieved a balance of innovative and successful efforts in areas of economic, social and environmental endeavors, including responsible management of resources, protection of public health, meeting responsibilities to the community, and providing cost-effective services to ratepayers.





What Makes This Site Special?

The West Henderson greenfield location is an ideal destination for sustainable development and livable neighborhoods integrated with mobility solutions, vast recreation amenities and diverse housing options. The development of this area is directed by some simple guiding principles outlined in our West Henderson Master Plan:

- Support innovative businesses that partner with local culture and community values and help generate a strong economic hub;
- Ensure a range of high-quality housing to serve all residents;
- Foster a livable community through an eco-friendly network of transportation options; and

 Provide an accessible system of parks, trails and open spaces that respect the natural desert landscape.

THE WEST HENDERSON SITE IS SURROUNDED BY WHAT ALREADY EXISTS IN THE CITY:

- 22 master-planned communities
- 184 miles of multi-modal trails
- 64 parks, which means a park within one mile of every home
- 8 recreation centers with 13 pools
- More than 4,000 hotel rooms and 4 premier resorts
- 10 golf courses, more than 130 sports fields and 53 tennis courts
- 63 of the area's highest-performing public, private

- and charter K-12 schools in the region
- 18 private colleges and 4 public institutions of higher education
- · Home of the Henderson Symphony Orchestra and the Henderson Bird Viewing Preserve
- · Community-wide festivals and parades year-round, including the Las Vegas valley's only St. Patrick's Day parade, which is one of the largest processions in the state
- More than 10,000 businesses including companies like Ocean Spray, Levi Strauss, Barclaycard, Toyota Financial and Unilever





A Blank Canvas for a Premier Employment Center

This site is located in West Henderson, an area envisioned as one of the city's premier employment center destinations surrounded by livable, walkable neighborhoods integrated with mobility solutions, vast recreation amenities, and access to trails and wildlife corridors. This greenfield site is truly a blank canvas amidst a unique, natural desert landscape that

features easy access to the Sloan Canyon National Conservation Area to the south. The City plans to integrate the built environment with the surrounding natural desert environment to create a more sustainable community by preserving natural washes and open space areas.



Local Housing Opportunities

In close proximity to the West Henderson site, there are three master planned communities providing a range of housing types and price levels. Collectively, Seven Hills, Anthem and Inspirada consist of more than 6,000 acres of development with approximately 20,000 existing housing units and more than 45,000 residents. At total buildout, the three developments will include more than 32,000 housing units. Housing prices within these three communities range from \$200,000 to \$7 million.



Recreational Opportunities

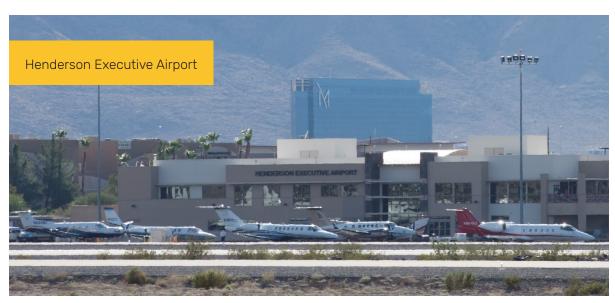
The City of Henderson's extensive 180-mile trail system provides an opportunity for recreation and serves as a mode of alternate transportation. The Outdoor Recreation section also offers a variety of organized walks, hikes, rides and educational activities.

The City of Henderson offers 64 meticulously maintained parks. In addition to open grass areas and playgrounds, features include walking courses, dog parks, skate parks, splash pads and lighted sport areas.



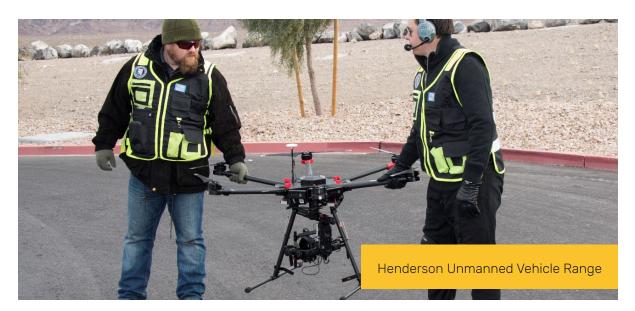
Accommodates Large-Scale Development Plans

This site is situated in one of the city's most substantial new growth areas with access to major transportation corridors such as the I-15 and the 215 Beltway. The site is less than one mile from Henderson Executive Airport and less than 15 miles from McCarran International Airport, presenting an ideal location for a headquarters campus. With more than 600 acres of greenfield property in the vicinity of this site, there is incredible flexibility to accommodate large-scale development plans. In addition, existing opportunities adjacent to this site include the South 15 Airport Center's 482,000-square-foot industrial building and multiple buildings under construction ranging from 50,000 square feet to 200,000 square feet. Neighbors in the area include Levi Strauss & Co., FedEx Ground, and soon Turano Baking Company, alongside the M Resort, one of Henderson's premier resort and spa hotels that offers a luxurious setting for conferences and business development activities.



Supported by an Efficient Development Process

A partnership with Henderson offers you a commitment to developing in a fast, efficient and sustainable way. We value resource-efficient land use and development practices. We value smart initiatives such as technologies like occupancy sensor street lighting throughout our more than 184 miles of trails for hiking and biking. We value time, so the city will convene its "Red Team" for development and offer expedited and concierge service. The city also values platforms for success and offers the nation's urban-most commercial UAS test site at Henderson Unmanned Vehicle Range (HUVR) on the campus of Nevada State College in Henderson. The city values the entrepreneurial way of thinking and brings business people together to collaborate, connect and create right here in the desert.







ACQUISITION COST:

FMV: All proceeds from the land sale go back to Bureau of Land Management and Southern Nevada Public Lands Management Act to fund parks and nature projects in Southern Nevada

ACREAGE

150+ acres of shovel-ready land with an adjacent 188 acres available and nominated for development

BUILDINGS (IF ANY):

No existing structures; Ready for development

OWNERSHIP:

City of North Las Vegas will receive the patent (deed of trust) on the 150+ acres from the BLM prior to December 24, 2017. The adjacent 188 acres will be available for sale on January 24, 2018.

ZONING:

The zoning for the 150+ is 0-L, Open Land District. The Tule Springs Bill designated this land for job creation. One restriction on the 150+ is residential, since its intended use is to create new jobs. The underlying land use is mixed-use commercial and the adjacent 188 acres contains a combination of open space. mixed-use neighborhood, and mixed-use commercial.

UTILITIES:

WATER & SEWER is City of North Las Vegas and can provide up to 6,000 gpm (8.6 million gallons per day) of water, and up to 2 million gallons per day of sewage

POWER is NV Energy; a sub-station is located near the parcel with ample access to provide for power needs

COMMUNICATION/FIBER is available through third-party providers

CELL SERVICE is available and strong

TRANSPORTATION, CONNECTIVITY **AND ACCESSIBILITY:**

The site is directly adjacent to the 215 Beltway with easy access to Interstate 15 (approx. 1 mile). The site is along a bus route and is also adjacent to the existing and planned Beltway trail system for connectivity to nature. The site is also part of the proposed future alignment for mass transit.

PROXIMITY TO MCCARRAN INTERNATIONAL AIRPORT:

It's about a 35 minute car ride to McCarran International Airport. The North Las Vegas Airport Terminal is an FAA Part 139-certified airport for private planes, small cargo, chartered and helicopters. There are no landing fees and convenient parking, and the airport is approximately a 20-minute drive from the proposed site.

OTHER NOTABLE ATTRIBUTES:

The proposed HQ2 site is less than 10 minutes to Amazon's new 813,000-squarefoot fulfillment center in North Las Vegas off Interstate 15 and Lamb Blvd. The site is located across the street from UNLV's future campus, is less than 10 minutes to the new Tule Springs Fossil Beds National Monument and is part of the connected trail system that runs through the city of North Las Vegas.



PROPOSED HO2 LOCATION



SITE DATA

NLV HQ2 SITE

Land Use: Mixed-Use Employment

Zoning: O-L (Open Land)

Acreage: 150

VETERAN'S HOSPITAL

Zoning: PSP (Public-Semi Public)

Acreage: 168

LAND FOR EXPANSION

Zoning: O-L (Open Land)

Acreage: 188

North Las Vegas

Site Overview

The proposed North Las Vegas site is situated on 150+ acres with the capacity to expand to 338+ contiguous acres. The proposed site is located next to the VA Hospital and just across the 215 Beltway is the future campus expansion for the University of Nevada, Las Vegas (UNLV), covering more than 2,000 acres dedicated to education, research, development and cultivating curiosity. North Las Vegas has an additional 495 acres that is adjacent to UNLV's land, which could also be available for future expansion.

The site is shovel-ready with all utilities in place and major trail and transportation connectivity. Interstate 15 is about a mile away from the site. It is 10 minutes from the new 813,000-squarefoot Amazon fulfillment center and about 10 minutes from the Las Vegas Motor Speedway. Nellis Air Force Base is also close; approximately 40,000 residents of North Las Vegas have a direct connection to the base.

Just to the west of the site off the 215 Beltway are 8,600 new homes in the Villages of Tule Springs, a master planned community encompassing over 2,000 acres.

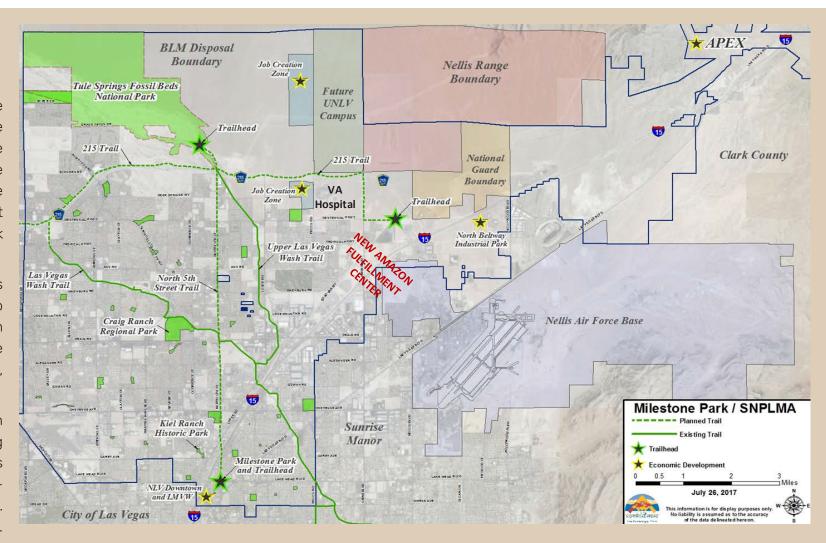


What Makes This Site Special?

THE ABILITY TO BUILD A CITY WITHIN A CITY. The proposed Amazon HQ2 site is on 150+ acres with the capacity to expand up to 338+ contiguous acres. The site is near the Las Vegas and Sheep Mountain ranges to the north where mammoths, lions and camels roamed the wetlands during the Ice Age. The site is also situated next to the VA Hospital, where more than 2,000 employees work and serve 240,000 veterans annually.

PIONEER A NEW OPPORTUNITY. The proposed site affords Amazon the ability to transform undeveloped land into new works of art in an underdeveloped part of the urban Las Vegas valley that is well-positioned to take advantage of growth trends in business, real estate, human capital, transportation, trail connectivity and community.

URGENCY IN BUSINESS AND ACTION. This is why North Las Vegas is continually streamlining its permitting processes and anything larger than 75,000 square feet is reviewed at staff level as opposed to the planning commission. This saves a minimum of 60 days on development. This is our PRIME service and standard for doing business.





REMARKABLE LEADERSHIP OFFERS RESULTS AND ACTION. Mayor John J. Lee, the city manager and city council have a "get it done" attitude and uniformly value and understand the cost of doing business. They know how to forge strong partnerships with regional jurisdictions, agencies, and most importantly, our residents and businesses.

PLACE MATTERS. Placemaking is an authentic way of expressing values, vision, curiosity, creativity, and the evolution of communities and civilization. The proposed site offers extraordinary ways of being, doing, thinking and creating. Being extraordinary is how we want the City of North Las Vegas to be positioned globally. We believe our shared authenticity will allow us to do some amazing things in building a place that will make the world take notice.



LOCATION LIKE NO OTHER. The proposed site allows for creativity and big ideas because it is expansive, adventurous and connected. The site provides a place where people, property, community and business can collide, collaborate and succeed.

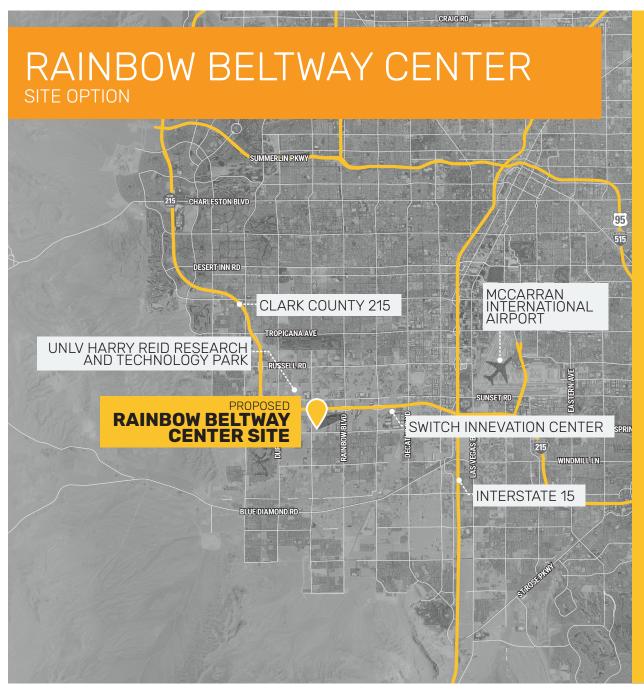
EVOLUTION REQUIRES BOTH OPPORTUNITY AND ADAPTATION. We believe that the proposed site provides both, allowing Amazon the opportunity to be unconstrained in its footprint and adapt to its needs today and 20 years from today. Amazon can build walls and





then tear them down, if needed. Evolution is about being bold, innovating and accepting that criticism is a common precursor to true innovation. The one constant is change; finding a flow and the confidence to pivot allows what is common to become that which is exceptional - it is how we evolve. And it is how Amazon and city can build a place that is special, different and meaningful.





NAME:

Rainbow Beltway Center

ACQUISITION COST:

FMV (Might be Additional Cost to Obtain Option From Third Party*)

ACREAGE:

±75 acres (Expandable Up To 125 Acres)

BUILDINGS (IF ANY):

None

OWNERSHIP:

Clark County (Department of Aviation)

ZONING:

Land Use - BDRP: Business Design Research Park

Zoning - C-2: General Commercial

M-D: Designed Manufacturing

UTILITIES:

Infrastructure is Existing

TRANSPORTATION, CONNECTIVITY **AND ACCESSIBILITY:**

- 0.5 mile to Clark County 215 Beltway
- · Adjacent to S. Buffalo Drive and Warm Springs Road (100 foot arterial roadways) and Rainbow Boulevard (a 120 foot arterial roadway)

PROXIMITY TO POPULATION CENTER(S):

- Within 20 miles of Henderson and North Las Vegas
- 15 miles to Downtown Las Vegas
- 10 miles to Downtown Summerlin
- Adjacent to a Growing Residential Population in the Southwest Valley

PROXIMITY TO MCCARRAN INTERNATIONAL AIRPORT:

10 Minutes

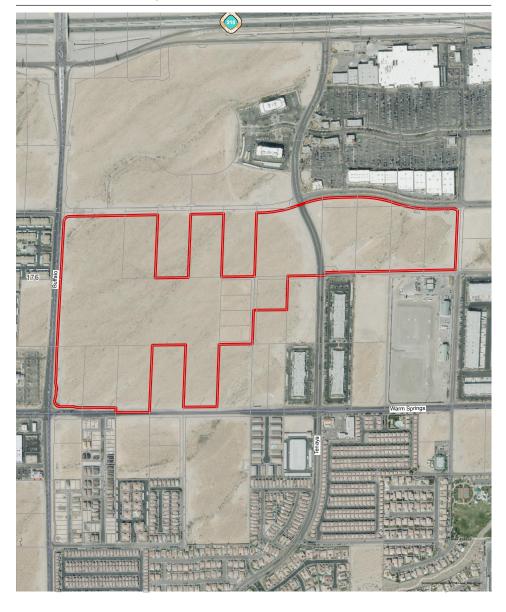
OTHER NOTABLE ATTRIBUTES:

The site is part of a large mixed-use area that provides opportunities for residential, retail, commercial and warehouse/distribution. The expandable acreage is part of a large office and technology center, most notably the Switch Innevation Center.

^{*}Site is owned by Clark County but is subject to a third-party option agreement. Release of the option may be negotiated with the third party.



PROPOSED HQ2 LOCATION



Rainbow Beltway Center

Site Overview

The Rainbow Beltway Center is part of a one-square-mile (640 acre) mixed-use center that includes existing warehousing, distribution, office, retail and multi-family residential. It is located adjacent to the Clark County 215 Beltway with easy access to I-15, McCarran International Airport, the Las Vegas Strip, Spring Mountains (Red Rock National Conservation Area and Mt. Charleston), and all the jurisdictions within the Las Vegas valley.

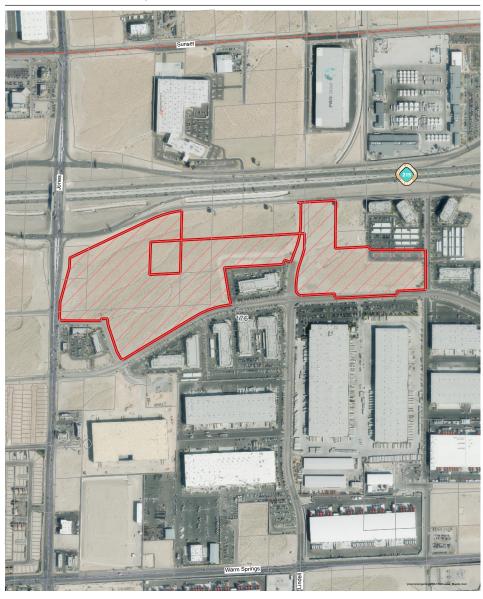
The proposed site is on the south side of the beltway in an area that includes retail and office. The center is surrounded by various types of residential densities as well as various schools and Clark County's future Southwest Regional Sports Park, which is currently under initial development with soccer fields and an inclusive playground.

View looking northwest toward Desert Hills





PROPOSED HQ2 SITE EXPANSION OPTION



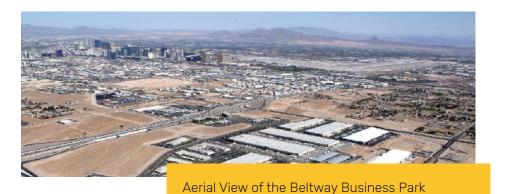
HQ2 Site Expansion Option

The HQ2 site can be expanded into the Beltway Business Park, which has been mostly developed with technology-driven facilities. Included are logistic centers, energy headquarters, leading data centers and a variety of other warehouse and office uses. The expandable acreage is also within walking distance to Switch's Innevation Center.

It is adjacent to higher-density residential to the west and south, and larger estate residential to the east. This site has easy access to the Clark County 215 Beltway and is surrounded by arterial roadways. Although not abutting this specific site, the Union Pacific Railroad (UPRR) rail line is within a quarter mile of the site.



Center





What Makes This Site Special?

- Fastest-growing area of the Las Vegas valley
- Existing infrastructure
- Adjacent to major roadways
- · Within a growing technology corridor
- Adjacent to The Arroyo, a 450-acre mixed-use master-planned development with more than 5,000,000 square feet of Class A office, retail and industrial
- · Within a mile of the UNLV Harry Reid Research and Technology Park, which is currently under development
- Within a mile of the International Game Technology (IGT) campus
- · Near expanding residential developments, including Mountain's Edge master-planned community and Rhodes Ranch master planned golf course community
- Within minutes of the Beltway Business Park for additional expansion opportunities
- Within minutes of the best entertainment and recreation venues in the country









What Businesses are Saying About Southern Nevada



"I have been consistently impressed by how welcoming and proactive the City of North Las Vegas is. From meeting personally with the Mayor to my regular interactions with city staff, everyone has treated me like a priority. Our company employees who relocated here have been thrilled by the quality of life and low cost of living in North Las Vegas, and I am extremely satisfied with the high-caliber employees I have been able to recruit here. I truly feel that I am a part of the City of North Las Vegas now, and the city is part of me."

BAZE MELAMED

President
Western Group Packaging



"Our expansion will continue to promote and solidify the technology industry in Nevada."

SAEED KARAMOOZ

Chief Executive Officer Vadatech, Inc.



"Southern Nevada has a magnetic energy that draws people from all over the world, and those of us who live here and have raised our children here see another side: a city full of people deeply committed to caring for the least of our sisters and brothers among us. At Catholic Charities, I am humbled and inspired daily when I see the generosity of my fellow residents: families volunteering together to stock the shelves of our food pantry, business owners sponsoring meals for the homeless and bringing their employees to serve it, and fellow nonprofit leaders who are passionate about continually improving the place we call home. Come and join us!"

DEACON TOM A. ROBERTS

President and CEO
Catholic Charities of Southern Nevada



HQ2.VEGAS

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IMAGINING THE POSSIBILITIES: WHEN 1+1=3

IMAGINING WHAT IS POSSIBLE



IMAGINING WHAT IS POSSIBLE

Throughout this submittal, we have attempted to provide information about our community, our economy, and local sites that meet the HQ2 criteria set forth by Amazon. We believe this only scratches the surface of what HQ2 could mean for Southern Nevada and what Southern Nevada could mean for HQ2. We view HQ2 as a partnership between company and community, so we asked local stakeholders to imagine what might be possible because of and beyond HQ2. We hope in your evaluation of these ideas and our broader application you consider that Nevada is ready, willing and able to evolve with Amazon.



The combination of 233,000 room nights created by Amazon and Southern Nevada's 150,000 hotel rooms should substantially decrease the cost of travel and accommodation for Amazon. This includes not only the cost of flights and accommodations but also lost time.

One advantage created by Southern Nevada's tourism industry is the volume and flexibility of flights. Amazon will likely fill the front of the plane (business travel), but will benefit from the volume, cost savings and flexibility created by primary leisure flights.







How does Nevada leverage its efforts in autonomous systems relative to Amazon's initiatives? Combined with Nevada's abundant open space and facilities, such as Creech Air Force Base, is there a way to provide a testing ground that is integrated with HQ2?

Could PrimeAir combine cargo movements with people movements to leverage routes and increase utility of assets?





Could PrimeAir headquarter PrimeAir pilots in Nevada to reduce labor costs by avoiding Kentucky's personal income tax?



Las Vegas represents a unique opportunity for Amazon to showcase what it does to a global audience (e.g., 43 million visitors annually). There are many ways that Amazon could be integrated into McCarran International Airport, the Las Vegas Strip and the Las Vegas Convention Center. In addition to technological integration (e.g., Alexa), there may also be opportunities for the "Amazon Go" and "Amazon Fresh" concepts.





Could Nevada's aviation parts tax exemption provide an opportunity for PrimeAir to lower the cost of maintenance for its fleet?

Employee mobility is particularly important to Amazon. With as many as 50,000 employees all going to a single location, customized public/private mobility options could facilitate their movement from home and to work. In January 2017, Keolis and NAVYA partnered with the City of Las Vegas to successfully implement the first fully-electric autonomous vehicle shuttle to operate in open traffic in the United States. Leveraging microtransit, autonomous vehicles and the transit system could provide an efficient and innovative mobility strategy for Amazon.







Amazon has indicated potential interest in banking. Nevada is one of only two states that permits an industrial banking charter to be owned and operated by a commercial company. This would allow Amazon to offer customers any bank product and service (except for commercial checking accounts). It would also provide access to the Federal Reserve payment system as well as the Visa/MasterCard payment system, enabling the issuing of credit cards.

Nevada has among the most favorable renewable energy policies in the nation as well as abundant potential in terms of solar, geothermal and wind. This not only provides the opportunity for Amazon to meet its sustainability goals in a cost-effective manner, but it may also allow Amazon to reduce the cost of deploying solar systems at 50 of its facilities globally by 2020.

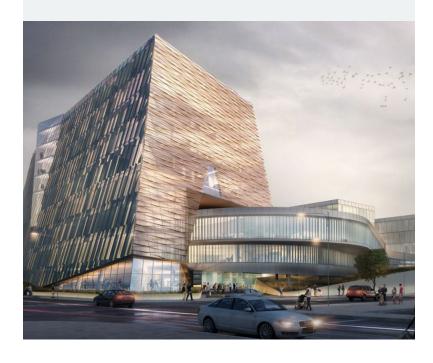




Does Nevada's regulatory structure in any way benefit the entrepreneurs who rely on Amazon's structure to have digital store fronts? Is there some way this could be leveraged to help Amazon and create a competitive advantage for Nevada relative to colocation?



We understand that Amazon is also moving into the healthcare sector, investing in GRAIL (life sciences company with a mission to detect cancer early when it can be cured). Is there any beneficial intersection between this initiative and the new UNLV School of Medicine?





More than 81,000 marriage licenses were issued in Las Vegas during 2016; 80 percent to tourists. Amazon recently announced that it is getting into the wedding business by opening a handmade wedding shop featuring handcrafted items such as décor, invitations, gifts and jewelry. Is there way to integrate Amazon's new line of business in a location that has more weddings than any other U.S. city?

Amazon is expanding its furniture services and building four warehouses focused on handling bulky items. Clark County is home to the 5-million-squarefoot World Market Center (WMC). Leverage potential is created by combining the world's largest online retailer with the world's largest showroom complex in the world for the home and hospitality furnishings industry. Each year Amazon sends over 100 buyers to events held at WMC. HO2's location in Southern Nevada could reduce access costs and WMC could also support the AWS convention by providing permanent or semi-permanent convention space.







Southern Nevada has room to grow. Bureau of Land Management land releases allow for large tracts of land to be nominated for release and converted to private use. This presents opportunities for Amazon relative to renewable energy, product testing and future expansion. It also means that the region is going to grow in a systematic way, avoiding the high costs associated with leapfrog development. This is good for all businesses, including Amazon.

Amazon started selling concert tickets in the United Kingdom in 2017. Few, if any, cities in the world host more events and generate more ticket sales than Las Vegas. Should Amazon decide that it makes sense to deploy this service line in the United States, Las Vegas would seem to be good fit relative to critical mass and the ability to introduce a product line to consumers from all over the world.





Nevada has several logistical assets including air cargo, rail, truck and ocean freight connectivity. Given the volume of movements that exist currently, the congestion challenging Southern California's freight movement, and the rapid expansion of Amazon's reach, it would seem like there is potential to further develop or exploit these resources through inland port development, free trade zones, or maximizing air capacity by leveraging passenger and freight capacity.



Colocation and collaboration potential in Southern Nevada are extensive. Las Vegas not only welcomes 43 million visitors each year, but it also hosts more than 21,800 conventions, meetings and tradeshows each year. This includes conventions that provide the latest innovations in everything from technology (CES) to apparel (MAGIC) to mining and construction (CONEXPO/CON-AG). Integrating Amazon into these convention facilities provides access to decisionmakers not possible anywhere else in the world.





Some hotels have already integrated Alexa/Echo into hotel rooms in Las Vegas. Would city-wide integration be possible, improving the visitor experience and leveraging the somewhat routine nature of tourist and business travel patterns?